Oregon Health & Science University
Portland, Oregon

Position Specification

Director of Diagnostic Imaging

CONFIDENTIAL

Prepared by
David Boggs
Gwendolyn Smith-Jenkins
September 2013

This Position Specification is intended to provide information about Oregon Health & Science University. It is designed to assist qualified individuals in assessing their interest.
Oregon Health & Science University

Oregon Health & Science University (OHSU) brings together patient care, research, education for the next generation of health care providers and scientists and community service to improve the health and well-being of all Oregonians. In 1995, OHSU became an independent public corporation, and its governance became vested in the OHSU Board of Directors. It is the state’s only comprehensive public academic health center and the fundamental purpose is to improve the health and well-being of people in Oregon and beyond. Key components are the Schools of Medicine, Nursing, Pharmacy, Dentistry, and other Health Science professions, a clinical patient care division that includes hospitals and clinics, and various research institutes.

OHSU is a leading health and research university that strives for excellence in patient care, education, research, and community service. As one of the nation’s top biomedical research institutions, OHSU attracts leading scientists and top students. The university attracted close to $400 million in the past year to fund promising studies to add to the body of knowledge about prevention, detection and the treatment of disease. OHSU has more than 3,000 active research projects and disclosed 128 inventions in 2011 alone. Various programs are ranked nationally by US News & World Report including the hospital, School of Medicine, and School of Nursing.

The university is a conduit for learning for more than 2,800 students. Additionally, OHSU educates people through joint programs with other universities, provides training to interns, residents and fellows in postgraduate medical and research training, and delivers continuing education to thousands of health care professionals each year. It is the only place in Oregon that grants doctoral degrees in medicine, dentistry and nursing.

OHSU created a strategic plan in 2007 to look over the horizon and establish a road map for 2020. OHSU’s strategic plan, Vision 2020, sets a big goal for how to best serve Oregonians. OHSU wants to help make Oregon a national leader in health and science innovation to improve the health and well-being of all Oregonians. Beyond providing critical health care services, quality education and cutting-edge research; OHSU also is a key economic and social force in the Northwest. With an annual operating budget of $2.3 billion and over 14,000 employees, OHSU is Portland’s largest employer. Its size contributes to its ability to provide many services and community support activities not found anywhere else in Oregon.
OHSU Healthcare is the state’s only academic health center; comprised of two hospitals (OHSU Hospital and OHSU Doernbecher Children’s Hospital) and numerous clinics that service patients at its Marquam Hill location, Center for Health and Healing and several neighborhoods throughout the Portland metro area. As the state’s only academic health center, OHSU is able to provide a broad range of complex and unique services unfound anywhere else within the region.

OHSU Hospital and OHSU Doernbecher Children’s Hospital, combined are licensed for 572 beds and, serve as a regional resource for patients from Oregon, southwest Washington, Idaho, Montana, Alaska and northern California. OHSU cares for more than 235,000 patients each year and last year recorded 876,553 total patient visits across its hospitals, medical clinics, dental clinics, observation units and emergency rooms. The academic health center is one of only two designated, Level 1 Trauma Centers within the state of Oregon. OHSU Healthcare prides themselves on offering high quality service time and time again and, seeks to continuously improve upon the quality of care they provide and the service they offer.

*US News and World Reports*, ranks OHSU Hospital as the #1 hospital in the Portland metro area, as well as statewide. This year, five OHSU specialties rank among the nation’s top 50, they are as follows:

- Cancer (#49)
- Diabetes & Endocrinology (#42)
- Geriatrics (#32)
- Gynecology (#44)
- Otolaryngology/Head and Neck Surgery (Ear, Nose & Throat) (#24)

Additionally, seven of OHSU Hospital’s adult specialties were ranked "high-performing": cardiology & heart surgery, gastroenterology, nephrology, neurology and neurosurgery, orthopedics, pulmonology and urology.

Below is an overview of the academic medical center, key service lines.
Bone & Joint Care (Orthopedics) — At OHSU Orthopedics & Rehabilitation Center, board certified physicians, nurses and therapists diagnose and treat the most common to the most complex bone and joint illnesses for both adult and pediatric patients. The bone and joint care team offer expertise, ranging from bone cancer, trauma, sports medicine, foot, ankle and spine care to joint replacement.

Brain Care — OHSU Brain Institute employs a team of more than four hundred professionals, who conduct research, provide treatment for people with diseases that affect the brain, and also teach the next generation of healthcare professionals. Based on NIH funding, OHSU Brain Institute ranks in the top 1%, amongst all other academic institutions conducting basic laboratory, neuroscience research. The OHSU Brain Institute (OBI) was established in 2006, to promote and enhance interdisciplinary research in the basic and clinical neuroscience. Today, the OBI is a national leader for advancing neuroscience care and well on its way to becoming an internationally recognized institute that offers specialized care for all types of brain and nervous system conditions, ranging from Alzheimer’s disease to epilepsy and psychiatric disorders.

OHSU Knight Cancer Institute became the first and only cancer center in the state of Oregon to achieve NCI designation; in 1997. Knight Cancer Institute adopted its current name in 2008 from the OHSU Cancer Institute, after a generous donation of $100 million from Philip and Penny Knight. The OHSU Knight Cancer Institute currently has more than 500 research scientists, healthcare professionals and staff members working side-by-side every day to heal patients and discover new ways to treat cancer. They offer treatment and supporting services ranging from hematology and medical oncology, surgical oncology, radiation therapy, registries for specific diseases, a myriad of support classes, on-site pharmacy and diagnostic laboratories. The Knight Cancer Institute is known worldwide for its contributions to help end the plight of cancer.

OHSU Cardiovascular Institute is an integrated center for translational research, clinical care, professional training and outreach in all aspects of heart and vascular disease. In 2012, OHSU received its largest gift to date of $125 million dollars, from Philip and Penny Knight to establish what is now known as the OHSU Knight Cardiovascular Institute. The cardiovascular institute is the only comprehensive heart program within the state of Oregon. They are consistently ranked by, US News and World Report as the only, "high performing", cardiology and heart program in the state of Oregon. OHSU Knight Cardiovascular Institute, offers everything from preventive treatment to the most advanced surgical techniques and heart transplants.

Spine Care - OHSU Spine Center offers expertise in all facets of spine care. Their rehabilitation specialists, pain management staff, orthopedic physicians and neurosurgeons all work together to offer patients the spine care one would need in one convenient location. OHSU Spine Center surgeons are leading spine surgery experts who travel the world to teach other doctors the latest techniques.

Women's Health – OHSU Center for Women’s Health was recognized in 2003, as a National Center of Excellence in Women’s Health and is the only institution in the Pacific Northwest, to receive this designation. The center puts just as much emphasis on teaching as they do patient care.
care and research. As a nationally recognized, center of excellence their specialty areas include urogynecology, gynecologic oncology, perinatology, fertility and many more. Women at any age or any stage of their life can come here to receive care from their dedicated team of professionals.

OHSU School of Medicine

OHSU School of Medicine is one of oldest medical schools on the West coast and has roots dating back to the early 19th century. In 2012, the institution celebrated its 125th anniversary. The medical school is a vibrant community where educators, students, scientists, clinicians and others work side-by-side to heal, teach, discover and serve. The school of medicine is most proud of their collaborative and collegial environment.

Today, the school of medicine has 7 basic science departments, 20 clinical departments and over 1,850 faculty members. OHSU School of Medicine faculty members are widely recognized nationally and internationally for the pursuit of new knowledge in a breadth of investigative areas ranging from molecular biology and cancer to heart disease, behavioral science and issues of public health. They are dedicated to training the next generation of healthcare professionals.

The medical school currently has about 550 medical students, 666 graduate students and about 800 residents and fellows. One out of three physicians licensed in the state of Oregon, receive all or part of their education at OHSU. In 2012, the school received a total of $229 million dollars in research funding. Several of the school of medicine programs, consistently rank amongst the best in the nation. US News and World Report, ranked them as #3 in the nation for primary care education. In 2012, 46% of the graduating class continued their education in primary care.

Below is the Mission Statement for OHSU School of Medicine:

**Mission**

- Provide programs to enhance human health, with an emphasis on improving health and access to care for all Oregonians.
- Educate tomorrow’s physicians, scientists and other health professionals and prepare them for a lifetime of learning, leadership, discovery and service.
- Develop new medical knowledge and technologies through basic, clinical and translational research.
- Translate discoveries into effective health care and quality delivery.
Department of Diagnostic Radiology

The Department of Diagnostic Radiology is one of twenty clinical divisions within OHSU's School of Medicine. The department provides radiology/imaging interpretation and services for the OHSU health enterprise including on and off campus clinics.

Currently, the division has 25 faculty members organized across sections that include: body, cardiac, musculoskeletal, neuroradiology, nuclear medicine, pediatric, thoracic and women's imaging. The department offers the radiology/diagnostic imaging four year residency, a nuclear medicine residency, and six fellowships. These are in Body Imaging, Musculoskeletal Radiology, Neuroradiology, Pediatric Radiology, Thoracic Imaging, and Women's Imaging. The program typically takes six residents per year. OHSU’s Department of Diagnostic Radiology is led by, Dr. Fergus Coakley, who was appointed Chair in August 2012. Dr. Coakley was previously a Professor and Chief of Abdominal Imaging and Vice Chair for Clinical Services at the University of California, San Francisco School of Medicine.

The department takes pride in its collegial environment and works collaboratively with other faculty members at the OHSU Knight Cardiovascular Institute and the Dotter Interventional Institute, to name just a few. Dr. Sanjiv Kaul, leads OHSU’s Division of Cardiovascular Medicine and is highly regarded for his contribution to the field of cardiovascular imaging. The Dotter Interventional Institute was established in 1990 as an independent, free-standing division of OHSU to develop a multidisciplinary program in interventional therapy with emphasis on interventional education, research, and patient care. The institute was named after, Dr. Charles T. Dotter, who is created as the father of interventional radiology. Dr. Dotter, served as the chairman of the School of Medicine Department of Diagnostic Radiology at Oregon Health Sciences University for 33 years, from 1952 until his death in 1985.

Clinical research programs are also being conducted in the department, for neuroradiology, thoracic and musculoskeletal radiology. The Advanced Imaging Research Center, is another key component of the department, which main focus is the advancement of medical imaging. The Department continues to build upon its strengths and align themselves with the mission of OHSU; to educate the next generation of healthcare leaders, engage in research and translate new discoveries within the field, into high-level, quality patient care.

Below are Web sites that can be accessed for additional information:

Oregon Health & Science University  www.ohsu.edu
The Role of the Director of Diagnostic Imaging Position

The Director of Diagnostic Imaging is responsible for the administrative, financial, strategic and technical direction of the OHSU School of Medicine Department of Diagnostic Radiology and OHSU Hospital Department of Diagnostic Imaging Services. The Director is responsible for planning and directing the operations, finances, quality, safety and business development of the department in support of its clinical, research, and teaching missions. This key leader will establish effective relationships at multiple organizational levels and promote interdepartmental and intercampus collaboration and cooperation taking into account the complexities of integrating the clinical, academic and research missions.

Key functions include strategic planning in support of program development and implementation, quality, patient safety, regulatory and compliance oversight, human resources, financial management, technology assessment and acquisition and patient, staff and physician satisfaction. The Director creates a collaborative environment by integrating education, research, and clinical leadership in support of the mission, vision and goals of OHSU Hospital and University. Through designated departmental leadership, the Director coordinates the operations of all clinical and support sections within the department and ensures appropriate and efficient delivery of departmental services in compliance with all applicable laws, regulations and accreditation requirements.

It is important to note that the concept of integrating the leadership of the two areas (School of Medicine Department of Diagnostic Radiology and OHSU Medical Center Department of Diagnostic Imaging) is a new change for the organization. This concept is rooted in the strong commitment to collaboration between the two functions and their leadership. Further, both areas goals are for the most part congruent and leadership wants to enhance the linkage of those goals and objectives.

Below are the key duties and responsibilities for this key leader:

- Responsible for developing and implementing programs, plans and controls to improve the overall operation of the Department of Radiology and Diagnostic Imaging Services and ensure the provision of effective and responsive services.
  - Developing and implementing plans for future business development.
  - Maintaining an up-to-date working knowledge of the educational, research and clinical service components of the department in order to represent the department within a broad-reaching academic health system as well as with campus and external organizations.
  - Establishing and monitoring quality and safety standards
  - Promoting patient satisfaction and customer service.
  - Meeting all federal, state, ACR, iCAVL, Mqsa and Joint Commission regulatory requirements.
- Leads by influence and persuasion rather than by control; by collaboration and collegiality rather than hierarchy.
• Facilitates and promotes a climate for adaptations in a rapidly changing environment; identifies opportunities to minimize resistance to the change process.

• The Director will forecast, plan, create and monitor departmental budgets in all areas of the Department of Radiology and Diagnostic Imaging Services.
  o Submitting budgets in expected format, within expected time lines.
  o Monitoring monthly variances while meeting or exceeding budget targets for all the areas in Diagnostic Imaging Services.
  o Appropriate billing and coding of professional and technical services.

• Develops quality assessment and improvement programs for all services according to hospital Quality Management policy and ensures clinical benchmarking initiatives are in place.

• Ensures compliance with applicable accreditation standards, professional practice standards, rules, regulations and professional licensure requirements.

• Designing and implementing systems to provide customer-centered service to referring physicians and patients.

• Manages the practice plans of the Department of Radiology to include the member appointment process, budget process, revenue cycle, funds flow projections, pro forma accounting, the incentive plan and compliance requirements.
  o Oversee all forecasting, planning, and reporting requirements for the practice plan.
  o Projecting practice plan revenue/expenses and developing budget models to help faculty understand the financial impact of their practice.
  o Assisting in the development of the practice Incentive Plan which rewards eligible faculty.
  o Assisting in the analysis of an individual practice to determine design or change of service to better serve customers.
  o Analyzing/interpreting emerging market trends to position practice to better accommodate new techniques, protocols, or therapies.
  o Preparing practice plan accounting, semi-annual accounting/incentive documents and disseminating decisions or results.
  o Maintain up to date knowledge and expertise on the evolving coding, documentation, billing and reimbursement developments as pertains to Radiology.

• The Director in conjunction and collaboration with the Healthcare and University Imaging and Management Team will recruit, orient, and is responsible and accountable for a strong workforce with the technical skills to provide the services required by:
  o Engaging staff to develop and/or maintain a positive work environment.
  o Determining staffing needs and training requirements.
  o Performing evaluations to assess the competence of the workforce.
• The Director is responsible for maintaining the Department of Radiology and Diagnostic Imaging Services with state of the art equipment and information services for the departmental and institutional. Works in collaboration with Biomedical Engineering, Information Technology Group (ITG) and external equipment and Information Systems (IS) vendors to support department operations.
  o Oversees departmental information systems AIS, RIS and PACS to maximize efficiency of operations.
  o Initiates and performs current and future space planning needs according to operational requirements.
  o Initiates and performs effective technology evaluation and assessments to support capital acquisition.
• Attends and participates in national/state meetings to be aware of professional trends.
• Participates and/or facilitates hospital, university, ambulatory and clinic improvement groups as they relate to Diagnostic Imaging Services.
• Works collaboratively with the Chairperson of Radiology and members of the Department of Radiology.
• Maintains an effective working relationship with OHSU Faculty Practice Members, university departments and other referring physicians.

The technical side of the department of diagnostic imaging primarily utilizes Philips equipment as the University has a contract with them as a preferred vendor. As an academic institution one may expect OHSU has a commitment to offering the latest in technology. There are 11 CT scanners including Pet-CT, SPECT-CT, one 256-slice and a second to be installed soon. There are six MRIs (two Philips 3 Tesla scanners, two Philips 1.5 Tesla scanners, one 1.5T wide bore Ingenia Philips, and one Tesla high field open MRI scanner). This also includes state-of-the-art echo-planar imaging, MR spectroscopy, Diffusion Tensor Imaging with Fiber-tracking, Functional MRI, and MRI Perfusion including ASL and DSC methods. In addition, there all of the other typical modalities with the exception of Interventional Radiology which is managed out of the Dotter Interventional Institute.

The health enterprise utilizes EPIC as an electronic medical record and information solution, however, the diagnostic imaging areas still use AGFA as a PACS and RIS solution. There may be an opportunity to migrate to EPIC if it is determined this is the right direction.

The Director of Diagnostic Imaging will have a dual reporting relationship to the Vice President of Professional Services (Hospital side) and the Chair of the Department of Diagnostic Radiology (School of Medicine side). Below are the titles of the direct reports for the Director of Diagnostic Imaging. There are a total of 157 FTEs in all areas.

• Assistant Director of Diagnostic Imaging Services
• Systems Manager
• Support Services Supervisor
• Finance Manager
• Medical Physicist
The table below contains some of the key metrics for the hospital and school of medicine areas.

<table>
<thead>
<tr>
<th>Procedures</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diagnostic X-Ray</td>
<td></td>
</tr>
<tr>
<td>- Adult</td>
<td>104,285</td>
</tr>
<tr>
<td>- Peds</td>
<td>26,071</td>
</tr>
<tr>
<td>Total Diagnostic</td>
<td>130,356</td>
</tr>
<tr>
<td>MRI</td>
<td>23,535</td>
</tr>
<tr>
<td>CT Scan</td>
<td>45,080</td>
</tr>
<tr>
<td>Ultrasound</td>
<td>42,851</td>
</tr>
<tr>
<td>Nuclear Medicine</td>
<td>3,005</td>
</tr>
<tr>
<td>Mammography</td>
<td>10,025</td>
</tr>
<tr>
<td><strong>Total Procedures</strong></td>
<td><strong>254,852</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Procedures</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matrixed</td>
<td></td>
</tr>
<tr>
<td>Vascular Lab - Knight Cardio Institute</td>
<td>11,791</td>
</tr>
<tr>
<td>PET/CT - Knight Cancer Institute</td>
<td>2,858</td>
</tr>
</tbody>
</table>
Qualifications and Personal Qualities for the Ideal Candidate

The section below outlines the qualifications and selection criteria for the ideal candidate for the Director of Diagnostic Imaging position.

**Education, Licensure, & Certifications**

- Bachelor’s degree in Radiology, Business, or related field is required; Candidates with a graduate degree is strongly preferred (MBA, MHA, etc).

**Experience**

- A minimum of five years of experience leading a diagnostic imaging function in a hospital or significant outpatient setting and ten years in healthcare is required.
- Candidates must have experience working in a complex hospital radiology department (or the equivalent) and preferably in an academic health care setting.
- At least five years experience in a competitive healthcare/imaging marketplace; ideally this individual will have experience implementing strategies to grow market share in the imaging environment.
- Possesses an exceptional understanding of radiology department processes and measurement matrix for these.
- The successful candidate will have an entrepreneurial zeal and experience developing new services in non-traditional ways (such as joint ventures, collaborative, or outpatient imaging centers).
- A demonstrated track record as an effective manager with a participatory style; should be a mentor, coordinator, team builder, developer and coach.
- Experience in a department that is highly employee oriented where employee satisfaction scores are high and turnover is low.
- Experience in managing programs and staff to enhance quality, control costs, keep a customer focus and effectively lead a group of managers and clinical staff.
- Possesses a track record of developing a good rapport and working in partnership with physicians.
- Experience with planning/coordinating new site development including both moving existing equipment and purchasing new equipment while existing operations occur.
- Candidates must have demonstrated experience in successfully managing a radiology service in a cost-effective manner while developing new services.
- The successful candidate will ideally have experience in identifying and/or developing opportunities to grow outpatient imaging services in the service area.
**Personal Characteristics**

- Superior interpersonal qualities and the demeanor and style which will quickly establish credibility in the organization.
- Creative problem solver with the willingness to take the initiatives in leading change, as well as the ability to effectively manage change.
- Good financial management/business planning skills with the ability to read and understand financial statements/budgets and develop business plans/pro-formas.
- Someone who is energetic, enjoys working with people at all levels of the organization, and has a good sense of humor.
- Personable individual with strong physician relations skills who can treat all physicians with equal consideration.
- He/she will be someone who has a high level of ‘personal ownership’ in the future success of the department and hospital in which they belong. They should be a strong advocate for the area in which they lead.
- Ability to develop trust and credibility with physicians quickly. Must be energized and comfortable working with the radiologists.
- Team player that is insightful and reads interpersonal relationships well. Candidate must have excellent team building skills.
- Passion for customer service and a commitment to service excellence.
- An individual who is goal-oriented, highly motivated, and enjoys change and challenge.
- Has the highest level of honesty and integrity.
- Must be a progressive radiology leader with an open mind to new technologies, processes analysis, and management techniques.
- Strong communication skills are necessary, particularly verbal and listening skills; candidates must be articulate and able to provide fresh, creative ideas and solutions.

**Opportunities and Expectations for Leadership**

During the first 12 to 18 months of his/her tenure, the Director of Diagnostic Imaging will be expected to achieve the following:

- Earn the trust and respect of the Diagnostic Imaging Services departmental employees, the faculty/radiologists, managers/directors, administration and other leadership within OHSU.
- Gain a solid understanding of the culture and operational strategies of both the hospital and school of medicine sides within OHSU. Establish strong working relationships with key leaders and staff.
- See that both the hospital Department of Diagnostic Imaging and school of medicine Department of Diagnostic Radiology operate within established budgets and matrix with
regard to: procedure volume, quality of care, employee satisfaction, employee turnover (management and staff), RVU/Work Unit standards, and patient satisfaction.

- Establish credibility and solidify working relationships with staff, management, administration and physicians by being visible, aware and proactive.

- Assess the processes relating to the department of diagnostic radiology faculty practice professional revenue cycle to ensure that they are efficient and maximizing all opportunities for billing and collection.

- Establish a reputation as a resource for radiology/diagnostic imaging management matters by all within the organization.

- Examine the current faculty compensation model as it relates to productivity in reading imaging studies. Design a new faculty compensation model that aligns the goals of the hospital/department with faculty needs/desires.

- There are plans to add imaging service including general x-ray, ultrasound, and MRI services to a new off-site outpatient center for OHSU. See that the project is supported and completed on time.

- Working with OHSU leadership, identify and put into place additional opportunities to expand/grow imaging services throughout the Portland metro area.

**Procedure for Candidacy**

Please direct all nominations and resumes to Gwendolyn Smith-Jenkins, preferably via e-mail to gwens@wkadvisors.com

Gwendolyn Smith-Jenkins  
WK Advisors  
2000 Warrington Way, Suite 100  
Louisville, KY 40222  
Phone: 502-228-4030  
Fax: 502-426-2719