This Leadership Profile is intended to provide information about the Director of Medical Imaging opportunity and Phoebe Putney Health System. It is designed to assist qualified individuals in assessing their interest.
An Overview of Phoebe Putney Health System

Phoebe Putney Health System is a not-for-profit, integrated healthcare delivery system located in Albany, Georgia that serves more than 500,000 residents in southwest Georgia. Recognized as a regional leader, the system consists of five hospitals, over 1,100 beds, a large multispecialty physician group, numerous ambulatory and other healthcare facilities and services, and more than 4,500 employees and volunteers who care for patients in 35 counties. Phoebe’s facilities, advanced medical technologies and treatments, as well as their highly qualified professionals, have distinguished themselves as a healthcare leader.

Orthopaedics and Sports Medicine at Phoebe provides their patients with the best choice for excellence in orthopaedic care. With six orthopaedic and sports medicine specialists, Phoebe strives to deliver the highest standard of care for all their patients’ orthopaedic concerns by utilizing the newest technologies, the latest techniques, and fellowship-trained experts. It is a comprehensive service line offering the latest in surgery, physical medicine, rehabilitation, pain management, and sports medicine services.

The Phoebe Cancer Center is one of the busiest and most advanced in the southeast with 11 oncology and hematology specialists within six different locations. The cancer center has a multi-disciplinary team of experts who provide a wide range of hematology, oncology, and therapeutic radiation treatment for cancer patients and their families. Phoebe Cancer Center has state-of-the-art technology and services with 25 treatment rooms, 40 infusion chemotherapy stations, BMT room tumor registry, two linear accelerators, one tomotherapy unit, one acuity simulator, laboratory and a pharmacy. In addition, Phoebe is currently running several clinical trials for various types of cancer in cooperation with a number of organizations that sponsor their trials.

Phoebe Digestive Health Center has six digestive physicians offering their patient and families easy access to gastroenterology and endoscopy services in a comfortable, convenient patient setting. Phoebe Gastroenterology Associates are recognized as one of the finest gastroenterology centers in the southeast with 30 exam rooms, 10 triage rooms, 3 clinical trial rooms, 10 physician offices, and a laboratory. The Phoebe Endoscopy
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Center also features the most sophisticated equipment of any gastroenterology practice in the region. The center is equipped with the latest high-definition scope technology including digital, high-resolution monitors along with eight full-service rooms, private prep rooms, and a spacious recovery area.

The Phoebe Heart and Vascular Center is an award-winning cardiac facility care and performs more open-heart and cardiac catheterization procedures than all other hospitals in the region combined. Their 13 cardiologists and heart surgeons have a level of experience that only comes from years of training and treating high volumes of patients with conditions ranging from routine to the most complex. To ensure the best possible outcome, each patient receives a personalized treatment plan that is created through a collaborative effort by physicians, specialists, and other healthcare providers. This team approach further exemplifies Phoebe's dedication to patient-centered care.

Women and Children's Center Phoebe offers a full range of women and children's health services for each stage of life. With 17 expert obstetricians, gynecologists, and neonatology specialists, Phoebe is one of only six designated perinatal centers in the state of Georgia and is the region's only provider of neonatal intensive care. Phoebe offers a comprehensive scope of services including maternal-fetal medicine/high risk obstetrics, a modern labor and delivery and mother-baby unit, regional NICU, and perinatal outreach services. Other services include pediatric specialty care, advanced breast imaging and care, and heart care related specifically to women.

Below is an overview of the key components that make up Phoebe Putney Health System:

**Phoebe Putney Memorial Hospital**, located in Albany, is the flagship hospital for Phoebe Putney Health System and is the region’s largest tertiary care provider offering medical-surgical care, emergency treatment, obstetrics, pediatrics, wound care, a woman’s health center, and much more. This 691-bed teaching hospital is the regional center for cancer treatment, cardiac medicine/surgery, gastrointestinal disease, and neuroscience with additional specialty centers in orthopaedics and sports medicine and women and children’s services. It is also at this location that advanced cardiovascular services are offered and other tertiary referral services.

**Phoebe Putney Memorial Hospital (North Campus)** is a 248-bed, not-for-profit acute care facility offering emergency services, diabetic care, diagnostic services, inpatient/outpatient rehabilitation, laboratory medicine, pain treatment, and vascular lab services. The hospital has been recognized for clinical excellence and innovative community health programs. It is
formerly part of HCA and joined the Phoebe family about four years ago. There is currently a strategic planning and community needs assessment process that will determine the best way to utilize this campus in the future to best serve the needs of patients and the community.

**Phoebe Sumter Medical Center** evolved from a humble beginning of only eight hospital beds. Located in historic Americus, Georgia, their journey has included several expansions, renovations, and the devastating tornado of 2007 that destroyed the 143 bed community facility. With the support of the Americus community and the Sumter County Hospital Authority, a partnership was formed and the new state-of-the-art, 183,000 square foot facility opened in December 2011 and featured 76 beds and all private rooms. The medical center offers patients the most advanced equipment and technology available and has grown into one of the leading regional health care providers.

**Phoebe Worth Medical Center** joined Phoebe Putney Health System in 2001. As one of the state's 25-bed, critical access hospitals, Phoebe Worth provides state-of-the-art healthcare services with personalized care in a hometown setting in Sylvester, Georgia. Key services offered include Inpatient Acute Care, Medical-surgical Care (Swing Bed Services) EMS services, Rural Health Clinic, Outpatient Services including Diagnostic Services, Physical/Occupational/Speech Therapy, Phoebe Oncology, and the Phoebe Orthopaedic Specialty Clinic.

**Southwest Georgia Regional Medical Center** is 25-bed critical access hospital with an additional 75 beds dedicated to the Joe-Anne Burgin Nursing Home located in Cuthbert, Georgia. It is an affiliate hospital that is currently managed by Phoebe Putney.

**Phoebe Physician Group** is comprised of 260 multi-specialty providers and is a self-governing, not-for-profit entity that includes clinic practices and hospital-based physicians throughout Phoebe Putney Health System. Phoebe Physician Group offers common services for employed physicians including revenue management, practice management, contracting, staff development, and more. It has been a fast growing part of the system and a huge part of the physician integration strategy for Phoebe Putney.

Additional services offered within Phoebe Putney Health System include outpatient facilities and care centers located throughout southwest Georgia. They consist of Phoebe Convenient Care Centers, Phoebe Family Medical Centers, and other outpatient facilities that provide cutting-edge diagnostics and services throughout the region.
The Phoebe Family story begins in 1910 when Judge Francis Flagg Putney donated $25,000 to the Ladies Hospital Aid Society of Albany to establish a hospital to serve all the citizens of Southwest Georgia, regardless of race or the ability to pay. The little hospital opened its doors on August 1, 1911, beginning a tradition of healing and community service that would grow into one of America's great not-for-profit community medical centers.

Today, Phoebe has grown to become a major regional medical center with the "Phoebe Family" serving at all Phoebe facilities with a dedication to Judge Putney's original mission of service to all. As a true not-for-profit community hospital, Phoebe is operated by a volunteer board drawn from the community it serves. Phoebe is constantly reinvesting in the health of Southwest Georgia through programs in prevention, education and research that go beyond the bounds of traditional medicine.

Below are some recent awards and recognitions for Phoebe Putney:

- **DNV Healthcare Accreditation** - 2013-2016
- **Top Georgia Hospitals** - 2014
  - Phoebe Putney Memorial Hospital, Georgia Trend's 2014 list of Georgia's Top Teaching Hospitals
  - Phoebe Sumter Medical Center, Georgia Trend's 2014 list of Top Small Hospitals
  - Phoebe Worth Medical Center, Georgia Trend's list of Critical Access Hospitals
- **Notable Vascular HealthGrades Recognitions include:**
  - Ranked #1 in GA for Vascular Surgery in 2013
  - Recipient of the HealthGrades Vascular Surgery Excellence Award™ for 5 Years in a Row (2010-2014)
  - Ranked Among the Top 5% in the Nation for Vascular Surgery in 2013
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- Ranked Among the Top 5 in GA for Vascular Surgery for 5 Years in a Row (2009-2013)
- Five-Star Recipient for Vascular Surgery for 2 Years in a Row (2012-2013)
- Five-Star Recipient for Carotid Surgery for 2 Years in a Row (2012-2013)
- Five-Star Recipient for Peripheral Vascular Bypass for 4 Years in a Row (2010-2013)

- **National Cancer Center Accreditation** - Phoebe Cancer Center has earned a three-year approval with commendation for its cancer program from the Commission on Cancer (COC) - *American College of Surgeons, 2012*

- **National Accreditation Program for Breast Centers (NAPBC)** - Phoebe Cancer Center has earned a three-year accreditation designation by the National Accreditation Program for Breast Centers (NAPBC) - *American College of Surgeons, 2012*

- **Breast Imaging Center of Excellence** - Phoebe Cancer Center was designated a Breast Imaging Center of Excellence (COE) - *American College of Radiology, 2012*

**Mission, Vision, and Values**

**MISSION** - To deliver the best possible care and exceed the expectations of all we serve.

**VISION** - World-Class Health Care with Hometown Commitment.

**VALUES** - People, Relationships, Reputation, Excellence, Efficiency, Commitment.

**Phoebe Putney Health System Strategic Imperatives:**

- **QUALITY** - Provide uncompromising quality.
- **GROWTH** - Grow to meet the needs and improve the health status of the communities we serve.
- **PEOPLE** - Attract, engage, develop and retain the best people.
- **SERVICE** - Exceed the expectations of all we serve.
- **FINANCIAL EXCELLENCE** - Optimize and strengthen financial performance to fulfill the vision and mission.

Please visit their website for more information: [http://www.phoebeputney.com/](http://www.phoebeputney.com/)
The Role: Director of Medical Imaging

The Director of Medical Imaging serves as a key part of the leadership team at Phoebe Putney Health System. The Director is responsible for planning and directing the operations, finances, quality, safety, and business development of the department in support of its clinical/patient care mission. 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 key goals of growing the business and profitability along with having the most advanced technology and highest of patient care standards. Additional responsibilities include staff productivity and development, physician relations, and the implementation of budgets and long range plans. This position will be accountable for the accomplishment of results and the achievements of objectives, consistent with the hospital’s mission, values and operational and strategic plans.

The Department of Medical Imaging at Phoebe Putney Health System consists of a full service diagnostic imaging service line. The department offers services at the main Phoebe campus, Phoebe North, as well as a freestanding outpatient diagnostic center. The main campus and Phoebe North have general diagnostic x-ray, MRI, nuclear medicine, cardiac nuclear medicine, ultrasound, and cardiac testing. The outpatient location offers diagnostic imaging as well as PET/CT, CT and MRI.

The radiologists have been associated with the hospital for many years and are highly regarded for their services and quality of care. There are currently 15 radiologists employed by Phoebe Physician Group that read all modalities. The culture amongst the physicians is stable and the physicians have a collaborative style of working together.

The Director of Medical Imaging will be results-oriented with a strong outpatient operational leadership to build a regional imaging program. This key leader will be instrumental in developing positive relations between the physicians and staff to work cohesively to build the success of the imaging department within the hospital and community. This will include further training and developing the staff to be cross-trained on all modalities and to develop succession plans for the staff to grow.

<table>
<thead>
<tr>
<th>Modalities</th>
<th>Phoebe Main Campus</th>
<th>Phoebe North Campus</th>
<th>Phoebe Meredyth</th>
<th>Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diagnostic X-Ray</td>
<td>63,702</td>
<td>15,703</td>
<td>5,375</td>
<td>84,780</td>
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<td>MRI</td>
<td>7,998</td>
<td>458</td>
<td>2,109</td>
<td>10,565</td>
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<td>CT Scan</td>
<td>27,752</td>
<td>11,624</td>
<td>4,425</td>
<td>43,801</td>
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<td>Ultrasound</td>
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<td>3,406</td>
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<td>13,071</td>
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<td>Nuclear Medicine</td>
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<td>109</td>
<td>-</td>
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<td>PET</td>
<td>-</td>
<td>1,634</td>
<td>991</td>
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<tr>
<td>Cardiac Nuc Medicine</td>
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<td>-</td>
<td>-</td>
<td>5,558</td>
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<tr>
<td>Cardiac Testing</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>Combined</td>
<td>120,677</td>
<td>32,934</td>
<td>12,900</td>
<td>166,511</td>
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<tr>
<td>FTE's</td>
<td>72.74</td>
<td>16.34</td>
<td>8.00</td>
<td>97.08</td>
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</tbody>
</table>

The Director of Medical Imaging will report to the Senior Vice President of Operations and will have 97 FTE’s. Below are the direct reports to the position:
Manager, Imaging Phoebe Main Campus
Senior CT Technologist Phoebe Main Campus
Senior MRI Technologist Phoebe Main Campus
Senior PET/CT Technologist Phoebe Main Campus
Manager, Imaging Meredyth Place Imaging Center
Manager, Imaging North Campus
Manager Imaging Administration
Administrative Assistant

Below are the key duties and responsibilities for the Director of Medical Imaging:

- Partnering with the Medical Director of Imaging to drive strategies to increase physician and staff productivity where appropriate and decrease unnecessary utilization throughout the system.
- Provide timely and accurate financial and operational statistics to physicians regarding productivity and operational performance.
- Manage and develop strong relationships amongst the physicians and staff through operational leadership and ongoing communication.
- Develop both an operating and capital budget as well as a staffing model for the Imaging department that meets organizational needs.
- Enhance operational effectiveness with improvement projects for the Imaging department, using solid data and analytics that directly impact key metrics related to people, service, growth, margin and quality.
- Inform the physicians about current trends, problems and medical activities to facilitate service and operational improvement.
- Strategically align with the marketing department to drive consistent community and system-wide business strategies to help develop new clinical programs while fostering the expansion of existing clinical programs to enhance market share and improve operational performance.
- Ensure clinic compliance with all regulatory agencies governing health care delivery and the rules of accrediting bodies. Continually monitor operations, programs, and physical properties. Implement appropriate changes.
- Establish and enhance relationships with community physicians and specialist/subspecialist practices to improve patient outcomes, communication and referral management.
- Maintain and foster strong relationships with key support areas within the hospital, including clinical and non-clinical. Coordinate physician and other provider recruitment processes.
- Responsible for identifying potential risk areas within their responsible departments and supports the resolution to solving the problems.
Qualifications for the Ideal Candidate

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

Education, Licensure, and Experience

- Bachelor’s degree in Radiologic Technology, Business, Healthcare Administration, clinical or related field. Master’s degree is also required.
- Current or past registry as a technologist or related area.
- CRA preferred.
- 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 imaging department (or the equivalent) and preferably in a multisite 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 imaging department processes and measurement matrix for these.
- 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.
- Candidates must have demonstrated experience in successfully managing a imaging 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 to quickly establish credibility in the organization in which they belong; willing and able to invest time in communicating these skills and attributes to staff in a mentorship role.
- A creative problem solver with the willingness to take the initiatives in leading change as well as the ability to effectively manage change.
- Strong verbal and listening communication skills are necessary; candidate must be articulate and able to provide fresh, creative ideas and solutions.
• Goal oriented, highly motivated, and enjoys change and challenge.
• Unquestioned integrity and moral character; an individual the organization can trust without reservation to represent the values of the organization.
• Patient-focused with a passion for customer service and a commitment to service excellence.
• Someone who is energetic, enjoys working with people at all levels of the organization, and has a good sense of humor.
• A team player that is insightful and reads interpersonal relationships well. He/she must have excellent team building skills.
• The successful candidate will have a hands-on management style with a zest for day-to-day operations. He/she will also be ‘results-oriented’ in his/her approach to problem solving.
• Ability to develop trust and credibility with physicians and clinicians.
• 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.
• Excellent written and verbal communication skills and the confidence to make presentations in formal and informal settings.

Opportunities and Expectations for Leadership

During the first 12 to 18 months of his/her tenure, the Director of Medical Imaging will be expected to achieve the following:
• Earn the trust and establish credibility among the radiologists, health system leadership, and operational leaders within Phoebe Putney Health System.
• Build a strong partnership with the nursing staff with improved engagement scores.
• Become a respected and integral part of the leadership team; develop a sense of personal ownership for the future success of the Department of Imaging.
• Ensure that all appropriate metrics to measure growth/profitability, quality outcomes, and patient satisfaction for the Department of Imaging are in place and attaining established goals.
• See that the department meets established annual growth and profitability goals.
• Mentor and develop the midlevel management team. Further develop skills and abilities as they relate to staff engagement, patient experience, maximization of service delivery, and departmental revenues.
Procedure for Candidacy

Please direct all nominations and inquiries/resumes to David Boggs or April Allen, preferably via e-mail to:

PPHS-DirMedImaging@wkadvisors.com

David Boggs or April Allen
WK Advisors
2000 Warrington Way, Suite 200
Louisville, KY 40222
Phone: (502) 228-4030
Fax: (502) 426-2719