

# Timothy M. Gustafson, MBA, R.T. (R)

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## OBJECTIVE

Enthusiastic Ancillary Services Leader with in-depth experience directing operations in numerous clinical and mobile settings with a focus on team success and organizational excellence.

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## SUMMARY OF QUALIFICATIONS

A.S., B.A., CRT, R.T.(R), MBA

### AREAS OF KNOWLEDGE

**Project Management**  
**Team Building**  
**Organizational Change**  
**Process Improvement**  
**Business Development**  
**Strategic Planning**

**Technology Implementation**  
**Leadership Development**  
**Regulatory Compliance**  
**Survey Readiness**  
**Employee Relations**  
**Marketing**

**Budget Management**  
**Revenue Enhancement**  
**Cost Reduction**  
**Contract Negotiation**  
**Training and Development**  
**Transformation**

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## CAREER HIGHLIGHTS

- Extensive experience directing imaging operations in a large metropolitan medical center including Inpatient, Outpatient, and Community outreach activities.
  - Key member of various multidisciplinary quality and performance improvement projects
  - Member of Adventist Health Corporate Executive Information Technology Steering Team
  - Served as Chair of the Adventist Health CT Taskforce and developed analysis process for a corporate sole source award involving 19 facilities across the enterprise.
  - Experienced in EMR/EHR transition and integration
  - Currently spearheading transition of imaging and other Ancillary Services to a Regional model.
  - Chair of the Adventist Health Teleradiology Advisory Panel to develop a Regional Teleradiology solution
  - Installed and Implemented the first digital imaging, PACS, and Teleradiology System in Iraq in support of Operation Enduring Freedom/Iraqi Freedom
  - Redesigned Southern California operations for National Mobile Laboratory, Radiology, and Nursing Services provider substantially reducing cost and turnaround times of exams and specimens
  - Selected and implemented PACS, RIS, digital imaging systems at multiple sites successfully
  - Doubled patient satisfaction scores in the first year with White Memorial and South Coast
  - Serve in key positions on numerous clinical, technology, and process improvement committees
  - Extensive Knowledge of Imaging and Revenue Cycle Management
  - Extremely willing and capable learner
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## **PROFESSIONAL EXPERIENCE**

**McKesson Corporation-Business Performance Services**

**4/16-Present**

### **Senior Client Manager**

- Manage A/R for Large Imaging Clients
- Assist Operations in Target Achievement
- Negotiate with Payors on behalf of Clients
- Analyze Business Performance
- Develop Key Metrics and Targets

**Physicians for Health Hospitals**

**10/15-2/16**

### **Interim Director of Radiology Services, Hemet and Menifee, Ca**

- Oversee 2 Hospital Radiology Department during permanent Directors absence
- Upgraded Interventional Radiology Services
- Streamlined staff schedules
- Filled current vacancies
- Upgraded ER service and MRI call

**Palomar Pomerado Health System**

**2/15-9/15**

### **District Director of Imaging Services, Palomar Health, Escondido, Ca**

- Oversee operations and staff of 3 District Hospital Radiology Departments with over 160 FTE's
- Union Environment
- Improved Metrics across departments in first 6 months
- Developed Long Term Equipment and Leadership Development Plan

**White Memorial Medical Center**

**2012-2015**

White Memorial Medical Center (WMMC) is a 353-bed not-for-profit, faith-based, teaching hospital, which provides a full range of inpatient, outpatient, emergency and diagnostic services to communities in and near downtown Los Angeles. Imaging services provided include Diagnostic X-ray, Ultrasound, Interventional Radiology, Vascular Imaging, PET/CT, MRI, CT, and Nuclear Medicine. In this role, I have 67 direct reports including a manager and 5 supervisors.

### **Director of Radiology Services, White Memorial Medical Center, Los Angeles, Ca**

- Reduced annual staffing costs more than \$300,000 per year in the first 6 months of employment
- Eliminated outsourced services saving in excess of \$250,000 annually

- Coordinate Construction and Facilities project requirements for equipment and workspace revision
  - Experience with high level IT, Construction, and workflow transformation projects
  - Developed and led department initiative that doubled patient satisfaction scores over 2012 scores
  - Selected and negotiated new capital purchases to improve services while saving significant capital funds
  - Created and led numerous department and hospital quality improvement task forces to include Radiology Quality Assurance, Women's Continuum of Care, Throughput Task Force, and Regional Services
  - Improved department collaboration with Physician Leadership as well as Departments such as Cardiology, Emergency Services, and Surgical Services
  - Served as Chair of the Adventist Health CT Taskforce to select system wide CT technology. Developed thorough analytics, managed vendor negotiations, and assisted in contract terms
  - Assisting in development of transitioning services to a regional model between area Adventist Health facilities
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### **Diagnostic Laboratory and Radiology**

2011-2012

Diagnostic Laboratories and Radiology is the largest provider of laboratory and Radiology services to the long-term care market. Services include quality control, PICC line placement, home health, ultrasound, and consultation services.

#### **San Diego Regional Operations Manager, Diagnostic Laboratories and Radiology**

- Managed day to day operations and overseeing 117 FTE's, Radiology Technologists, Phlebotomists, Clinical Lab Scientists, Lab Processors, Couriers, and support personnel, in a high volume Lab and Radiology services provider as well as marketing, business development, revenue generation, and cost reduction
  - Developed Employee Recognition program
  - Redesigned field operations of entire Southern California Region resulting in dramatically improved customer service, cost reduction, and streamlined operations.
  - Personally selected, contracted, and built field operations offices to improve safety, service, and compliance
  - Offered promotion to multi-state Regional Radiology Director Position within the first 11 months of hire.
  - Developed strong knowledge of Laboratory operations
  - Built and maintained customer relationships serving over 130 facilities in Southern California.
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### **Modality Inc.**

2005-2011

Modality Inc. is a full service staffing, training, and consultation services company providing technologists, technology, and knowledge in the area of medical imaging.

#### **Senior Consultant/Technologist**

- Provided on-site support to multiple medical centers, outpatient providers, and technology partners in the areas of radiography, CT, training, and business consultation
  - Versed in nearly all CT Imaging platforms and provide training to staff making technological transitions.
  - Provide technology optimization services to include dose reduction and process improvement.
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### **USTeleradiology/Quantum Radiology**

2010-2011

USTeleradiology and Quantum Radiology is a national on-site and off-site Radiology interpretation services company with clients across the United States.

## **West Coast Practice Manager**

- Managed West Coast Teleradiology centers, Hospital Staffing, and Teleradiology accounts.
  - Ensure appropriate Radiologist Staffing at client locations throughout Southern California
  - Recruit new Physicians
  - Assist in Operational Issues
  - Marketing and Sales
  - New Site Development
  - Manage Radiology-Hospital relationships
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### **South Coast Medical Center**

2007-2009

South Coast Medical Center, now Mission Hospital-Laguna Beach, is a community medical center located in Laguna Beach, California providing full healthcare services to the residents of South Orange County. Imaging services include MRI, Nuclear Medicine, Digital Mammography, CT, Digital Radiography, and Cardiac Catheterization.

#### **Director of Radiology/Cardiac Catheterization Lab**

- Direct operations of Radiology department over 63 FTE's
  - Screened, Negotiated, and Implemented transition to PACS for the entire hospital.
  - Marketed to physicians and improved processes to reverse previous double-digit percentage annual decreases in volume in first 11 months on the job.
  - Negotiated, Selected, and Implemented Digital Mammography program
  - Doubled productivity in Mammography in the first year.
  - Upgraded all modalities and integrated all of them to PACS
  - Led transition to Digital film-less environment
  - Promoted to Cardiac Catheterization Lab after 6 months
  - Led selection and transition to Computed Radiography
  - Served on numerous Administrative Committees
  - Filled in as CT Technologist during staff shortages
  - Departure due to Hospital Sale
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### **Anaheim Memorial Medical Center**

2005-2007

Anaheim Memorial Medical Center, now Anaheim Health Medical Center, is a 223 bed acute care facility providing a full spectrum of health services to the North Orange County community. Radiology Services include MRI, CT, Digital Radiography, Ultrasound, and Nuclear Medicine.

#### **Operations Manager-Imaging Services, Anaheim Memorial Medical Center**

- Oversee the operations of a 125 employee Radiology Department in a high-paced hospital in all modalities including 104 FTE's
- Increased overall productivity of every modality in the department
- Developed and Implemented programs to improve customer satisfaction over 20% in 12 months
- Developed Customer Service and Employee Recognition programs
- Served on numerous process improvement committees

## **MILITARY LEADERSHIP**

2000-2004

**Pharmacy Blood Bank, Laboratory, and Radiology and PT Supervisor,**  
**21<sup>st</sup> Combat Support Hospital, Fort Hood Texas**  
**Staff Sergeant**

- Developed Radiology protocols and implemented PACS and Teleradiology in the absence of an assigned Radiologist. Deployed in Support of both Operation Iraqi Freedom and Operation Enduring Freedom to perform radiology procedures for thousands of patients including mass trauma, emergency surgery, Computed Tomography, in addition to overseeing all operations and personnel in Pharmacy and the Lab/Blood Bank sections. Directly managed between 12 and 145 medical personnel

1995-1999

**United States Marine Corps**  
**Military Police Officer**  
**Corporal**

## **PROFESSIONAL QUALIFICATIONS**

- Graduate of the United States Army Radiology Technologist program where I graduated in the top 5% of my class
- Certified with the American Registry of Radiological Technologists and the California and Texas Departments of Health
- Graduate of 2006 Leadership Anaheim Class
- Serve on multiple Hospital Committees
- Active in Health Informatics, Economic, Clinical, and Management continuing education

## **PERSONAL QUALIFICATIONS**

Member of the AHRA

Completed 90% of Degree Program while Active Duty Army/Marine

Currently preparing for Certified Radiology Administrator Exam

Non-Commissioned Officer Leadership Award Recipient

Three time recipient of the Army Commendation Medal for Leadership

Professional, Well Organized, Dependable Individual capable of motivating those around me to strive for excellence

## **REFERENCES**

Sharon McCoy

COO/CNO

Silverlake Medical Center

(818)267-5005

Gen. Dr. Richard Lynch (Ret)

Radiologist

(210)347-0020

Richard Kenney

Director of Respiratory Services

(630)222-5923

Byron Coleman  
Owner, Modality Inc  
(714)235-3713

**References Post-Offer**

Dr Michael Neglio  
Medical Director-Radiology

Dr Miguel Martinez  
Chief of Staff

Dr Ed Gabriel  
Medical Director-Radiology

Judith Maas, CNP  
Director of Nursing

Leah Patterson  
Director of ED Services

Dan Adams  
Regional Director of Clinical Engineering