



The Transforming Practice Environment:

Working and Leading in an Evolving Consulting
Medical Physics Practice

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- ▶ How It Started
- ▶ How It's Going
- ▶ Pros and Cons
- ▶ Future
- ▶ Acknowledgements

WHEN U FAILED SCIENCE BUT WHO CARES U JUST FOUND 2 BARRELS FILLED WITH FIDGET SPINNERS!

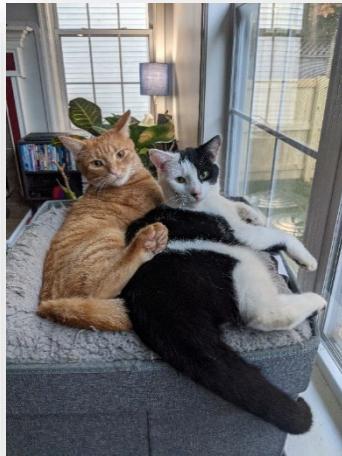


I am employed by Krueger-Gilbert Health Physics,
an Apex Physics Partner

- 2010: BS – Grand Valley State University, Allendale, MI
- 2014: DMP – Vanderbilt University School of Medicine, Nashville, TN
- Present: KGHP – Diagnostic Medical Physicist and Technical Operations Manager (TOM)
 - Today is my 8-year work anniversary!
- Bonus mom
- Pet mom
- Martial artist



Higgs Boson & Cloie



Catcher & Ninja



Philip (coach & fiancé), Me,
Big Steve, Brian, Craig



@lisag_dmp



How It Started

A long time ago, in a galaxy far, far away...

2014

- ~10 physicists
- All direct reports to Keith Burns and Michael Curry
- < 5 administrative assistants
- Sharing equipment (e.g. trading CT dose phantoms at park-n-rides)
- Outdated equipment
- Full day staff meetings once a month
 - Got teased for raising my hand in staff meeting
- Driving 1 hour to office frequently (Annapolis > Jarrettsville)
 - Meter calibration
 - Staff meeting
 - Sign reports
- Multiple overnights each month – Inefficient!
 - Southern MD & Eastern Shore
 - Pro Tip: pick one hotel chain/brand and rack up rewards points
- Distrust of the new owners (even on my part)
 - Vibe in the room
 - Do they even know what we do?
 - Company “morale” events
- KGHP was not living in the 21st century
- Welcoming environment
 - Family oriented
- Knowledgeable, patient staff



8-23-2014

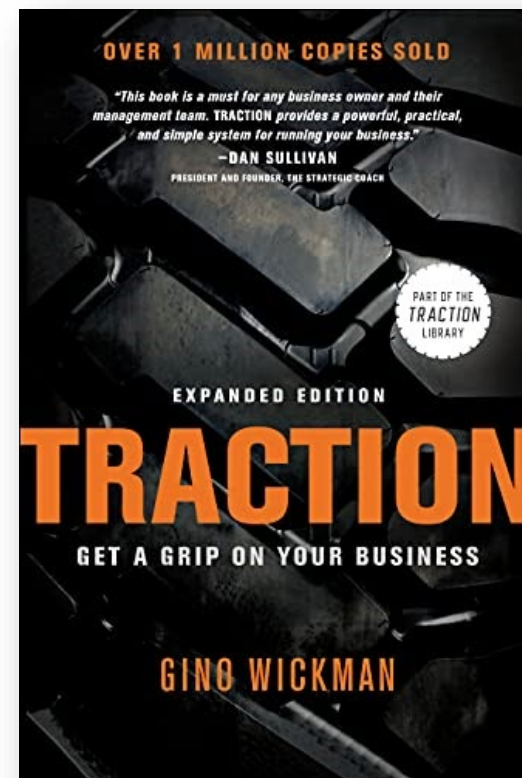


How It's Going

Pretty well!

Present Day

- 23 physicists
 - “Fully staffed”
 - No more overnights
- Corporate hierarchy
 - Evolving, multiple iterations already
- Large administrative support team
- Company credit cards
- Updated equipment, enough for everyone
 - No more swapping at park-n-rides!
- Scheduling system
- Full IT support – Advance Business Systems
- 2-hour staff meetings once a month (now virtual)
 - RSO Support Subcommittee
 - Subcommittees for special projects – shielding templates
- Electronic signatures
 - Fancy Adobe
 - October alone ~ 45 RX2s
- Report templates
- Professional letterhead
 - MS Office templates
- Company outings (pre-COVID) – “Morale” events
 - Picnic
 - Baltimore Orioles
 - Winter holiday party
- Encouraged to participate in our respective societies
 - No PTO to attend meetings or events
 - Ex: ABR Committee work
- Implementation of Traction by Gino Wickman

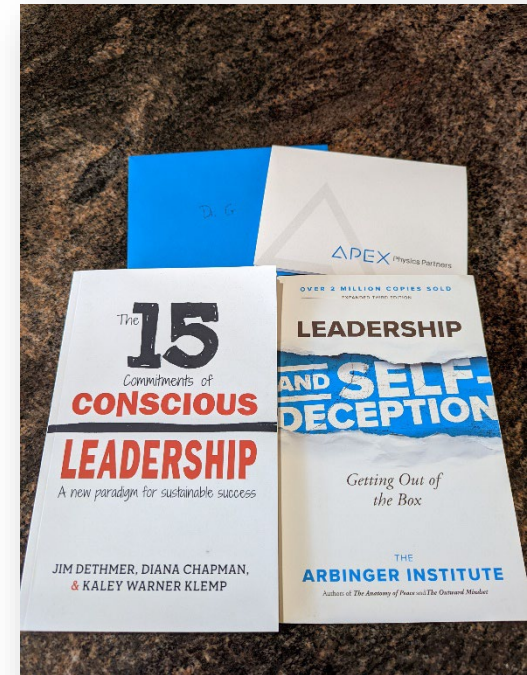




Pros and Cons

Pros

- Communication and guidance
 - More standardized policies and methods
- Corporate structure
 - Opportunity for advancement
 - Open to us suggesting roles and creating those roles
 - Training Coordinator
 - Kelly's new role
- Full complement of support staff
 - HR, contracting, billing, etc
- Overhead (non-physics work) delegated to Apex staff
- Updated equipment
- Specialty software (BOSS-Business Operating Service Software)
 - Constantly improving
 - Incredibly useful
- Consistent pay raises and bonus opportunities
 - AAPM salary survey
 - HPS salary survey
- Technology and methods brought into 21st century
- How we run meetings and get projects done
 - Increased efficiency
- Leadership and mentorship opportunities
- Keith and Michael are still available
 - MC recently heard by plea for mentorship and sent books and arranged for Michele to mentor me and sent me care package
 - Still in touch with physicists



Cons

- Communication and guidance
 - Confusion about who does what now?
 - Greater potential for disconnect between physicists and management
 - Apex last-minute scheduling
 - Quarterly State of Apex
 - How to Be a Great Boss
 - BUT: Apex fosters leadership and there are physicists who want to help bridge this gap!
- Corporate structure
 - Less face time with MC and KB
 - More red tape
 - MUST use BOSS system in specific way
 - MUST submit changes through Teams form
- Less of a “family” vibe with Apex due to size

HOWEVER...

- No one has asked me to put a cover on my TPS report
- I have not had to destroy a printer with a baseball bat
- I always know where my red stapler is





Future

Back to the...

Future

- Maintain full staff of physicists > EXPAND
 - Apex AND practice groups themselves
- Continue raising the next generation of leaders
 - Practice groups
 - Apex
 - AAPM, ABR, ACR, etc
- Foster involvement in AAPM, ABR, ACR, etc
- Continue to streamline processes to improve efficiency
- Continue to provide superior quality medical physics services



THANK YOU!

Dave Jordan, for the invitation to speak for the first time at an AAPM Annual Meeting

Michele F. Loscocco, KGHP president and my mentor

Michael Curry and Keith Burns, the two guys who thought it was a good idea to hire me and had no idea what they were getting into

Philip Whitelock, my ever loving and supportive fiancé, who also had no idea what he was getting into