



Diversified Radiology  
*of Colorado, P.C.*

*Musculoskeletal MR Fellowship Program*

**Fellowship Guide**

Revised June 2011



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<b>Contents</b>	<b>Page</b>
President’s Welcome .....	3
Diversified Radiology – A Thumbnail Sketch .....	4
Introduction .....	6
Clinical Training Offered .....	7
Program Faculty .....	8
Requirements for Acceptance.....	9
Timeline for Application and Interview Process .....	10
Job Responsibilities .....	11
Credentialing and Licensure .....	15
Vacation and Holidays.....	16
Consideration for Future Employment .....	18
Radiologists – Key Contact Information .....	19
Administration – Key Contact Information .....	20
Fellowship Closeout Checklist .....	21
Evaluation of Fellowship Program by Departing Fellow .....	22
Summary of Fellowship Employee Benefits .....	23

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## **President's Welcome**

It is my pleasure to welcome you to Diversified Radiology of Colorado, P.C. As the largest radiology practice in Colorado, you are joining an exceptional team of physicians with some of the best radiology expertise in the country.

Each member of our group plays a key role in developing and maintaining the relationships in the local medical community that are the foundation of our practice. We believe that physician interaction and communication are essential to customer service and to building trust in a competitive marketplace. New members to the group should observe and promote these important courtesies.

We hope that your relationship with Diversified Radiology of Colorado, P.C. will be rewarding as we work together to provide the very best professional radiology service to our customers.

**Stephen G. George, M.D. - President**

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## **Diversified Radiology – A Thumbnail Sketch**

### *Eighty Years of Service*

Diversified Radiology of Colorado, P.C. was founded in 1927 and is the largest group of radiologists in Colorado, resulting from a number of practice mergers in the 1990s.

### *Statewide Sub-Specialist Imaging*

The group provides professional services to hospitals and healthcare facilities throughout Colorado. Radiologists are on staff at 13 hospitals and numerous clinics and imaging centers. Other locations send images across Diversified's teleradiology network for reading by our sub-specialist radiologists, including Musculoskeletal Imaging, Neuroradiology, Pediatric Radiology, Nuclear Medicine, and Women's Imaging. Diversified also provides Interventional Radiology services. Two Radiology Practitioner Assistants assist in some facilities.

### *Corporate Office*

Our corporate office is located at 1746 Cole Blvd., in Lakewood, Colorado. This location provides practice management and administrative support, including

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billing and medical coding, physician credentialing and scheduling, quality assurance, transcription, contracts management, human resources, finance, information technology, and operations support. Radiology network reading rooms, executive offices and group meeting rooms are also located at the corporate office.

#### *Overnight Service*

The group provides comprehensive radiology services coverage 24 hours per day/7 days a week.

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## Introduction

Diversified Radiology of Colorado, P.C. has hosted a one-year Musculoskeletal MRI Fellowship Program since 2001. The objective of the Fellowship Program is to provide unique learning opportunities to outstanding candidates in the field of musculoskeletal imaging. The program provides a focused training and mentoring program in Musculoskeletal Imaging (MSK).

The MSK Fellowship Program offers the opportunity for high volume Musculoskeletal MR, including Sports Medicine and Spine MR experience. Fellows work closely with the practice's MSK sub-specialist radiologists to interpret studies received via teleradiology from more than 40 MRs throughout Colorado. There is substantial exposure to learning opportunities in the areas of interpretation, dictation, arthrography and academics.

This *Fellowship Guide* is intended to help you get to know the practice, and to know who to ask for information and assistance.

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## **Clinical Training Offered**

Diversified Radiology is a high volume private practice servicing multiple hospitals and clinics. MRI studies number 35-50 per day, meaning the MSK Fellow will be exposed in one year to the equivalent of three years of typical volume at other educational institutions. The diverse musculoskeletal caseload includes imaging of large and small joints, arthrography, and spine and sports medicine injuries.

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## Program Faculty

### *Core Faculty*

Eric Handley, M.D. (Fellowship Program Director)

Vincent Herlihy, M.D.

Trystain Johnson, M.D.

Kelly Lindauer, M.D.

John Roth, M.D.

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## Requirements for Acceptance

Applicants must meet the following criteria:

- Board Eligible/Certified in Diagnostic Radiology.
- Eligible to be licensed to practice in the State of Colorado.
- Successful candidates will complete a formal interview process.
- Completion of Accredited Radiology / Residency Training Program.
- Letters of recommendation and good standing
- Personal Statement and Biographical Sketch
- Motivated, proactive person with the drive and commitment to handle a significant workload.

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## **Timeline for Application and Interview Process**

The Fellowship Program begins on July 1<sup>st</sup> each year and runs through June 30<sup>th</sup> of the following year.

Applications for the Fellowship Program are accepted from June – September two years prior to the program year. Letters of application, curriculum vitae and references from residency should be sent to the attention of the Program Coordinator. (Email is acceptable.)

Candidate interviews are typically scheduled from July – October as needed. (*Candidates are responsible for their own travel and lodging.*)

The selected Fellow will be identified no later than 16 months prior to the anticipated start of the Program.

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## Job Responsibilities

The Fellow's job responsibilities during the 12-month period of the fellowship include:

### *Orientation and Preparation Period*

There is a two week orientation period during which time the Fellow tours the facilities served, is set up in hospital dictation systems and PACS, and completes other administrative functions necessary to working in the practice. Time is also scheduled with MRI technologists to participate in scanning patients. The process of positioning patients and having a full understanding of scanning protocols are essential to the interpretation of images.

### *Working with MSK Radiologists*

The Fellow works closely with the group's MSK radiologists, observing, over reading, interpreting and dictating cases. This exposure is a key component of the MSK Fellowship Program.

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### *Reading Assignments*

The Fellow is contracted to work a total of 11 weekends (Saturday and Sunday) and up to 25 weekdays at Vail Valley Medical Center. Every effort is made to complete credentialing in a timely manner to allow the Fellow to begin reading as soon as possible after commencing the program. Regardless of when credentialing is completed the Fellow is responsible to complete the total contracted work schedule during the fellowship period.

The Fellow may moonlight within the practice one additional weekend each month, and may volunteer to work limited additional shifts on behalf of other radiologists within the practice during vacation time or weekends with the prior approval of the Program Director and assuming the fellow has the requisite skill set to staff the specific shift. Moonlighting must not interfere with the ability of the Fellow to achieve the goals and objectives of the Fellowship Program. All additional shifts worked by the Fellow are reimbursed at the daily rate specified in the *Associate Physician Employment Agreement* (Appendix A). All scheduling will be coordinated with the corporate Physician

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Scheduler and the Fellowship Program Director to meet the needs of the practice. No scheduling arrangements may be made directly with individual radiologists.

#### *Interface with Outside Physicians*

Diversified Radiology has numerous relationships with referring physicians and practices. The Fellow has the opportunity to work with many of these physicians, including clinical orthopaedics, attendance in the O.R., local hospital medical meetings, visiting externships with orthopedists, etc. The Fellow spends a week at Vail Valley Medical Center up to five times per year. In all such interfaces, the Fellow is expected to represent Diversified Radiology in a professional and courteous manner.

#### *Research, Reading and Surgical Correlation*

Develop and maintain a DRC Case of the Month, and share by email with DRC radiologists, referring physicians and imaging center marketing staff. Compile interesting cases to add to the MSK Teaching File publication. Submit one article for publication during the training period.

*Conference Attendance*

Attendance at the *Annual Current Issues of Magnetic Resonance Imaging in Orthopaedics and Sports Medicine* meeting in San Francisco, CA, along with other practice representatives. Attend regular hospital educational meetings, including Bone Tumor conference. The fellow will receive a stipend for travel expenses to the Stoller conference.

*Technologist Liaison*

Act as the coordinator/advisor to technologists on such topics as scanning protocols and contrast injections.

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## Credentialing and Licensure

Diversified Radiology provides professional reading services to many hospitals and other medical facilities, and the MSK Fellow is required to be credentialed at all locations. The process of physician credentialing is time-consuming and detailed. Diversified's Credentialing Specialist oversees credentialing of all physicians within the group, including the MSK Fellow. It is essential that incoming Fellows provide all requested documentation and other information needed by the Credentialing Department in a timely fashion (i.e. seven months prior to the start date of the Fellowship Program). Individuals will not be allowed to participate in the MSK Fellowship Program unless all such information has been provided.

In addition, it is the Fellow's responsibility to apply for medical licensure in Colorado immediately upon acceptance into the MSK program. The group reimburses licensure costs.

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## Vacation and Holidays

### *Vacation*

Six weeks are allowed for the purposes of vacation and to attend the Stoller conference. Additionally, the Fellow will not be scheduled to work on the weekends surrounding vacation weeks (thereby assuring 9-day vacation week stretches). Vacation week dates will be agreed with the Fellowship Program Administrator, to meet the needs of the practice.

### *Holidays*

Diversified Radiology schedules holiday coverage on a “major” and “minor” holiday basis. The only holidays recognized by the group are:

#### *Major Holidays*

Thanksgiving Day, Christmas Day.

#### *Minor Holidays*

New Year’s Day, Memorial Day, Independence Day, Labor Day.

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The Fellow is scheduled to work *either* one major holiday *or* two minor holidays in the 12-month fellowship period. It should be noted that holidays include the official day of the holiday only, and do not include surrounding days (e.g. you may be off the Thursday of Thanksgiving, but scheduled to work the following Friday or weekend). Holidays do not attach weekends (e.g. there is no such thing as “the Labor Day weekend holiday”).

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## **Consideration for Future Employment**

If staffing within the practice allows, and if both the Fellow and Diversified Radiology are in agreement, Diversified Radiology may offer a permanent position to the Fellow upon completion of the fellowship. Only a formal written offer from the Chief Executive Officer or Board of Directors will be binding in such a situation.



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## Radiologists – Key Contact Information

Name	Title	Pager	Email
Larry Emmons, M.D.	V.P. Hospital Services	303-855-3568	<a href="mailto:lemmons@divrad.com">lemmons@divrad.com</a>
Steve George, M.D.	Group President	303-461-5314	<a href="mailto:sgeorge@divrad.com">sgeorge@divrad.com</a>
Rick Grzybowski, D.O.	Medical Director	303-855-0060	<a href="mailto:rgrzybowski@divrad.com">rgrzybowski@divrad.com</a>
Eric Handley, M.D.	MSK Radiologist	303-891-8262	<a href="mailto:ehandley@divrad.com">ehandley@divrad.com</a>
Vincent Herlihy, M.D.	MSK Radiologist	303-760-3228	<a href="mailto:vherlihy@divrad.com">vherlihy@divrad.com</a>
Trystain Johnson, M.D.	MSK Radiologist	303-855-0255	<a href="mailto:tjohnson@divrad.com">tjohnson@divrad.com</a>
Kelly Lindauer, M.D.	MSK Radiologist	303-855-0232	<a href="mailto:klindauer@divrad.com">klindauer@divrad.com</a>
John Roth, M.D.	MSK Radiologist	303-461-3864	<a href="mailto:jroth@divrad.com">jroth@divrad.com</a>



## Administration – Key Contact Information

Name	Title	Phone	Email
Kip McMillan	CEO	303-716-3770	<a href="mailto:cmcmillan@divrad.com">cmcmillan@divrad.com</a>
Lori Boggess	Executive Assistant/ Physician H.R.	303-716-3785	<a href="mailto:lboggess@divrad.com">lboggess@divrad.com</a>
Tracy Walker	CFO	303-716-3776	<a href="mailto:twalker@divrad.com">twalker@divrad.com</a>
Terry Janssen	Executive Assistant/ Physician Recruitment/ Fellowship Coordinator	303-984-5698	<a href="mailto:tjanssen@divrad.com">tjanssen@divrad.com</a>
Sarah Hartman	Credentialing Manager	303-716-3787	<a href="mailto:shartman@divrad.com">shartman@divrad.com</a>
Keegan Flaugh	Physician Scheduler	303-984-5683	<a href="mailto:kflaugh@divrad.com">kflaugh@divrad.com</a>
James Steinhauer	Payroll Specialist	303-984-56825	<a href="mailto:jsteinhauer@divrad.com">jsteinhauer@divrad.com</a>
Karen Rock	Accounts Payable/Expenses	303-984-5690	

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DIVERSIFIED RADIOLOGY OF COLORADO, P.C.  
MUSCULOSKELETAL FELLOWSHIP PROGRAM

FELLOWSHIP CLOSEOUT CHECKLIST

At the end of the Fellowship period the Fellow meets with the Credentialing Specialist and/or Physician H.R. representative as well as the Program Director for a formal closeout meeting. This is an important meeting to ensure the Fellow has all paperwork and documentation needed to start a new position.

The following actions must be completed to confirm formal completion of the Fellowship:

- Hospital resignation letters relinquishing privileges at all hospitals.
- Medical license address change.
- Notification of DEA licensing.
- Malpractice company notification for end of malpractice insurance coverage.
- All keys, access cards, and ID cards turned in.
- DRC IT department notified to cancel email account.
- DRC Payroll department notified of end of employment date.
- Review of personal information packet (CME certificates, Fellowship certificate, and other correspondence).

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DIVERSIFIED RADIOLOGY OF COLORADO, P.C.  
MUSCULOSKELETAL FELLOWSHIP PROGRAM

EVALUATION OF FELLOWSHIP PROGRAM BY DEPARTING FELLOW

Please complete the following evaluation of your year in the MSK Fellowship Program.

Rating 1, 2, 3 or 4

(1 = Excellent, 2 = Good, 3 = Acceptable, 4 = Needs Attention)

1. Quality of the Fellowship Program overall. \_\_\_\_\_

Comments:

2. Opportunity for learning and professional growth. \_\_\_\_\_

Comments:

3. How well did the Fellowship prepare you for life as an MSK radiologist? \_\_\_\_\_

Comments:

4. Accessibility of the Diversified Radiology MSK Radiologists. \_\_\_\_\_

Comments:

5. Experience gained in working with other (non-DRC) physicians. \_\_\_\_\_

Comments:

If you were running a Fellowship Program, what would you do differently?



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DIVERSIFIED RADIOLOGY OF COLORADO, P.C.  
ASSOCIATE PHYSICIAN EMPLOYMENT AGREEMENT

\*Full-time is defined as being regularly scheduled to work at least 32 hours per week

**GROUP MEDICAL/DENTAL/PRESCRIPTION INSURANCE**

*United Healthcare*

- >Benefit effective on 1<sup>st</sup> day of employment
- >Choose one (1) of three (3) plans offered

**GROUP LIFE/ACCIDENTAL DEATH & DISMEMBERMENT**

1 x annual earnings + \$30,000 for a maximum benefit of \$130,000.  
Monthly premium is paid by employer.

**GROUP LONG TERM DISABILITY**

Covers own occupation to age 65; 6 month waiting period; benefit percentage is 60%;  
monthly plan maximum is \$15,000.

Monthly premium is paid by employer.

**FLEXIBLE SPENDING ACCOUNT**

Benefits offered under this plan are:

- \* Group health plan premium program (family/dependent coverage)
- \* Medical expense program
- \* Dependent care assistance program (child care)

**PROFESSIONAL LIABILITY INSURANCE**

Claims Made Policy, \$1M/\$3M.

Must be a member of Denver and Colorado Medical Societies to receive premium discount.

Employer pays quarterly premium & membership dues to required societies.

Employer pays “tail” policy premium, if applicable



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**PROFESSIONAL DUES (paid by corporation)**

Hospital Staff Dues (related to Fellowship Program)  
Colorado Medical Society  
Denver Medical Society  
Colorado Radiological Society and Educational Meetings  
DEA Registration  
Colorado Medical License  
American College of Radiology  
American Roentgen Ray Society