



## **Shawn P. McKenzie, MPA**

**Founder, President and CEO  
Ascendian Healthcare Consulting**

### **Healthcare IT Systems and Operations Consulting**

**Dedicated to delivery of effective healthcare solutions; focus on Clinical Operations, Workflow & Data flow, Process and procedure review and improvement, Medical informatics, Information Technology implementation and resource education and management**

Shawn McKenzie is a dynamic and accomplished professional with 31 years of progressive contributions in healthcare operations management and implementation of business and clinical information systems. He is widely known as very personable, articulate and a highly effective communicator, facilitator, trainer, coach and mentor. As a former Administrative Director of Radiology and Diagnostic Cardiology, and with a history of successfully directing a range of service lines from small community hospitals; large complex trauma center operations to outpatient services, Shawn has a broad knowledge base of the entire care continuum that has enables him to assist large delivery networks achieve project successes in the implementation of clinical systems.

Early in his management career, Mr. McKenzie was disillusioned with the methodology used to implement clinical systems. He felt that systems implementations directly affecting care delivery was being solely driven by the IT teams and that the caregivers' input was too often an afterthought. In 2002, Mr. McKenzie set forth to introduce change in how clinical information systems are implemented in a healthcare setting. By defining the clinical and business drivers for the deployment of any system, an organization must seek goal alignment across all service lines in order to realize the tangible benefits of any system. When the business drivers and clinical necessity balance, the organization can truly enhance the patient caregiver experience while simultaneously satisfying the business strategy. This type of collaboration requires that every project remain clinically centered. It requires a trusted advisor that is multi-lingual and can speak fluently in areas of clinical delivery, information technology and business while remaining true to the mission of enhancing the quality of healthcare. Mr. McKenzie is that uniquely qualified resource.

## Professional Experience

### **Founder, President, & CEO** Ascendian Healthcare Consulting, Inc

December 2003 – Present

Shawn McKenzie is the Founder, President, and CEO of Ascendian Healthcare Consulting, Inc., a Sacramento, California based healthcare consulting group. The company specializes in the operations, business development, implementation strategies and deployment mechanics of digital clinical technologies, medical informatics and PACS for Diagnostic Imaging and Cardiology. Mr. McKenzie brings 31 years of clinical, operational and business experience in the industry to every engagement.

His specific imaging experience ranges from a radiological technologist in multiple imaging modalities to Director of Medical Imaging and Diagnostic Cardiology in a multi-care trauma center. As a result of his seasoned and applied clinical background and commitment to improving the patient care continuum, his company has designed a unique best practice approach and developed a clinically centered methodology as it relates to the implementation of new clinical information technology and operational systems change. The philosophy of Ascendian Healthcare Consulting is that all healthcare technology systems are clinical initiatives requiring sound and well planned IT infrastructure and support. This philosophy brings the caregiver and technology together in a manner that consistently yields a better return on the investment dollar through acceptance and utilization of the new technology while dramatically improving patient care.

### **Senior Clinical PACS Consultant** Sutter Health

October 03 – December 04

As the Senior Clinical PACS Consultant for Sutter Health, a Sacramento California based IDN; Mr. McKenzie directed a team of advisors to assist the Directors of Medical Imaging in all phases of PACS selection and implementation. His combined clinical and business experience, along with extensive knowledge in both the technology of PACS and the operational challenges of medical imaging, provided his clients a unique approach to the integration of PACS technology into the clinical environment. Mr. McKenzie has successfully directed the following aspects of PACS implementations:

- **RFP Development and Scoring**  
Writing with consideration of PACS capabilities in Acute Care Hospitals, (Large-Medium-Small), Medical Foundations, Medical Office Buildings, Out Patient Surgical Centers, and Physicians' Offices. Scoring process combined electronic evaluation and review of "anonymized" vendor responses to produce an unbiased decision by scoring team members.
- **Contract Negotiations**  
Co-chaired the negotiation team from Sutter Health engaged in the contract terms, conditions and pricing agreements with selected PACS Vendors. His contributions resulted in significant savings and beneficial conditions related to service and support with substantial remedy to the client where the vendor is deemed out of compliance.

- **Readiness Assessment**  
Designed and wrote a “best practice” approach for a comprehensive readiness assessment/gap analysis to provide executive management with documented evidence of strengths, gaps, potential issues and risks related to PACS at the client site prior to initiating the PACS implementation.
- **Clinical Equipment DICOM Compliance**  
Documented inventory of current and future clinical equipment evaluated for DICOM compliance with required upgrade paths (if any) and solutions with costs in order to prepare client clinical equipment for a transition to PACS.
- **Current and Future State Workflow**  
Diagramming and facilitating the documentation of current imaging workflow and the design of future state PACS workflow to educate practitioners in their respective areas of responsibility and practice changes.
- **Project Management**  
Facilitation and management of all aspects of a multidisciplinary team of vendor staff healthcare staff, IT professionals and business operational professionals. Development of project definition documentation inclusive of all elements of PMBOK methodology.
- **Workstation and room design/re-design Consultation**  
Reading room redesign and preparation for PACS enhanced physical environment including ergonomic specific vendors specializing in space saving solutions used in retrofitting PACS equipment into an existing clinical work area.

**Director of Medical Imaging and Diagnostic Cardiology** March 00 – March 03  
SUTTER ROSEVILLE MEDICAL CENTER  
(Level II Trauma Center)

Responsible for the service planning, implementation, evaluation and day-to-day operations within a customer focused environment for one of the facilities most dynamic and revenue producing departments. Actively directed all medical imaging modalities including the cardiac cath lab, angiography and interventional radiology labs. Participate as an active member in several key strategic and operational committees. Plan and implement new services lines and business strategies in response to community needs and market forecasts. Acted as lead advocate and expert where necessary to promote the viability of the facility for purposes of philanthropy, physician recruitment/retention and community support.

- Developed new structures and standards policies
- Lead for PACS RFP and vendor selection for Sutter Health
- Successfully completed JCAHO survey with no recommendations
- Vastly improved physician/department relationships
- Project management of multiple site and system enhancements

**Director of Medical Imaging**  
SUTTER AMADOR HOSPITAL

February 99 – March 00

Responsibilities include direction in all aspects of departmental operations and facility goals including physician and community relations, budget, strategic planning and operational effectiveness.

- Ensure quality assurance and proactive mentoring for operational and compliance issues
- Maintain standards of health procedures as outlined by JCAHO
- Participate in strategic organizational and functional move planning for a new hospital
- Analyze and adjust department patient flow to maximize efficiency of operations
- Adjust staffing need while maintaining acceptable variance of non-productive/productive hours

**Adjunct Professor (Political Science)**  
SIERRA COLLEGE

January 1998 – June 2003

Responsible for facilitating lecture and discussion related to contemporary issues and the study of Political Science. Duties include; presentation of specific curriculum as outlined by the California Board of Community Colleges and the administration of Sierra Community College. Constantly renewing my skills and updating my knowledge of issues relevant to the discipline of Political Science.

## Professional Organizations & Associations

<b>CRA</b>	(Certified Radiology Administrator)
<b>AHRA</b>	(American Healthcare Radiology Administrators)
<b>RSNA</b>	(Radiologic Society of North America)
<b>HIMSS</b>	(Health Information Management Systems Society)
<b>SARTA</b>	(Sacramento Area Regional Technology Alliance)

## Published Works

Radiology Management (Aug, 2004)  
Co- Author "PACS sans RIS"

Radiology Management (Nov, 2004)  
Author: "Trends in Technology"

Radiology Management (2005)  
**Featured Columnist**  
"Trends in Technology"

## Education

<b>MPA</b> - Master of Public Administration (Healthcare Administration)	CSU Hayward
<b>BA</b> - Baccalaureate of Arts (Political Science)	UC Davis
<b>RT, CRT</b> - National and State licensure in Radiology,	USAF-1979