

**Vivek Masson, MD, DABR**  
**System Chairman of Radiology | CarePoint Health**

**Project Description**

I currently serve as System Chairman of Radiology at CarePoint Health which serves a busy network of safety net hospitals and Outpatient Centers in Northern New Jersey, located in one of the most populous and ethnically diverse counties in the greater New York area. Through my role, I have integrated and combined previously separate divisions and hospitals into one combined service line allowing for increased subspecialized care for the local community.

I am particularly proud of my efforts over the past few years to address access to care and systemic bias issues in my local system and community at large. I am deeply fortunate to care and contribute for a community that I was raised in as a child of two immigrants. To that effect, I have actively sought to address issues of racism and access in our system. Through my role I have increased the diversity of historically underrepresented groups in my department. I recently oversaw the development of a Women's Health Pavilion this fall, which was aimed at addressing access to care issues to the local communities including large LatinX, Indian-American, and African American communities.

A significant part of the program is offering affordable care to those populations who would otherwise be unjustly deprived of access. Christ Hospital has always been a cornerstone of our community, a reflection of the vibrant multicultural hub that is Jersey City. Crucial urban centers of care like Christ fight for their survival amidst the forces of systemic bias that loom large in the state creating a two tiered and inequitable system of health care delivery in NJ. In fact, Christ Hospital recently ranked as the top hospital in the country on the Low Institute's most Socially Responsible Hospitals in America for 2021. Quite simply this center has saved lives by screening for, diagnosing, and ultimately treating those women afflicted with breast cancer as well as host of other gynecological malignancies and diseases through a collaborative multi department approach to clinical care.

When I entered my position over 9 years ago, I was excited for the opportunity to lead a group of 15 radiologists across 3 hospitals building a unified platform and system for a newly emerging health system. As a busy clinical practitioner, I had little knowledge or formal training in radiology leadership. My time at New York Presbyterian Hospital Cornell (residency) and New York Presbyterian Hospital Columbia (MSK fellowship) prepared me well for my clinical acumen, but there was not much emphasis on the leadership and business side of radiology. Given my limited time, the Radiology Leadership Institute became my primary source for this knowledge. The ability to learn and be shaped by world class leaders who are giants in the healthcare field was instrumental in my success.

My latest endeavor, which I am most proud of given its social impact of those truly in need of the care we deliver, was a culmination of the plethora of skills I obtained during my time in the RLI where I

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reached level 2 certification in the program as well as during my time at the RLI/Harvard Emerging Leaders Seminar and RLI Summit at Babson College. Though all the courses and seminars added to my development, for this specific initiative, a few notable lectures and courses stood out for me:

- Dr. Brent Wagner’s seminar on the need to develop strong relationships with the medical staff and administration laid the foundation for my project. Getting buy-in from all parties involved was instrumental in selling my vision, beyond the short-term cost efficiencies of the program, but to truly build a connection with the president of the medical staff as well as the system CEO was crucial to the success of the program.
- Dr. Frank Lexa’s engaging and important seminars on Finance provided me with a solid foundation to understand the business side of radiology where I could sit down with the relevant stakeholders from the finance and business development team and speak their language with confidence so that we were all aligned to the same goal.
- Finally, Dr. Thorwarth’s seminar on the importance of involvement beyond clinical care allowed me to think outside the box and advocate for the project on a community health level bringing in local city and health care officials who could become vested stakeholders in the importance of the project. In fact, I was interviewed by the mayor of Jersey City about the importance of the project to the local community.

Beyond these foundational seminars, the ability to practice and hone these learned skills at the RLI/Harvard Emerging Leaders Seminar as well as the RLI Summit in Babson was instrumental to my growth as a leader. The keynote lecture given by the late Clay Christenson was a particularly important turning point in my career as his strong stance on the importance of ethical leadership provided me a foundation to base my own decisions on. More recently, I have thoroughly enjoyed the exquisite podcast series Taking the Lead by Dr. Geoffrey Rubin. Through this series, I have gained deep and meaningful insight into management decisions from the greatest radiology minds in the world.

Without the RLI, I would not have the tools to have been able to have led my radiology team for the last 9 years. The skills learned from the RLI and ACR have been by far the most important part of my transformation into a practice and system leader. I can honestly say that if not for the RLI, this project which will help save the lives of thousands of underserved people in northern NJ would not have happened. The RLI has empowered me to make a positive impact in my local community that I hope will lead to bigger and more impactful initiatives in the future.