



Director, RUSH University Cancer Center

Leadership Profile

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The Opportunity

Rush University System for Health (RUSH) seeks a highly collaborative and visionary physician leader to serve as its next Director for RUSH University Cancer Center (RUCC). This is an exceptional opportunity to lead a robust, academically anchored Cancer Center within an expanding health system that is perennially recognized as a top-ranked national leader in clinical quality. The Director position is one of significance and is charged with building a cohesive cancer service line that maintains its commitment to the highest standards of clinical care, education and training, and research.

RUSH is an academic health system whose mission is to improve the health of the individuals and diverse communities it serves through the integration of outstanding patient care, education, research, and community partnerships. RUSH is comprised of RUSH University Medical Center (RUMC), RUSH Copley Medical Center (RCMC), RUSH Oak Park Hospital (ROPH), and RUSH University (RU).

RUCC is a fully integrated Center of patient care, education, and research of national and international reputation for excellence in cancer care that is planned to be advanced through a Partnership with MD Anderson Cancer Center (Houston) aligned in quality, research, and clinical trials. RUCC is built around rapidly transferring evidence-based knowledge to prevent, diagnose, and treat cancer while improving the lives of cancer patients in a humane and caring environment. RUCC has grown to over 80,000 annual patient visits with over 100 providers. Their annual overall patient satisfaction rate is nearly 95%. RUCC is ranked in the top 3 for most services according to inpatient market share and is highly regarded in terms of patient preference.

The new Director will have the opportunity to be a critical part of shaping the future of RUCC. Reporting to the Dean of RUSH Medical College, the President of the newly forming unified RUSH Medical Group, and with planned matrix reporting to the Chief Cancer Network Officer MD Anderson, the Director will be responsible for directing and overseeing the Center system-wide. This is a transformational position, and the ideal candidate will be a visionary leader who desires to enhance clinical trials and research, recruitment, and market differentiation in Chicago, one of the country's most competitive healthcare markets. In addition, this person will possess the skill and vision to direct an integrated, high-performing, and interdisciplinary cancer center operating across multiple sites of care.

Successful candidates will demonstrate progressive leadership experience, preferably leading a cancer program as Director (or equivalent), and a history of building integrated, successful multidisciplinary cancer programs and leading a broad clinical research portfolio.

They will be able to inspire physicians, providers, and employees, execute strategically and tactically across a large, complex system, and possess clarity and vision about the rapid evolution of cancer care and how to prepare for the challenges and opportunities those changes will bring.

The Director will prioritize clinical cohesion, integration, and quality and possess a talent for creating dynamic cancer services driven by a relentless focus on clinical quality, outcomes, and ease of use for customers. They must demonstrate the ability to work collaboratively with colleagues in a complex, matrixed organization.

Position Summary

The Cancer Center Director reports to the Dean of RUSH Medical College, the President of the newly forming unified RUSH Medical Group, and with planned matrix reporting to the Chief Cancer Network Officer MD Anderson. This role provides cancer center leadership, vision, direction, and development of all clinical programs comprised at the RUSH University Cancer Center. The Director proactively promotes excellence in patient care, customer service, consultative services, and practice efficiency.

In the planned collaborative Partnership, the Director will represent MD Anderson Cancer Center (Houston) clinical leadership at the RUCC.

The Director will also:

- Direct, plan, and coordinate all clinical activities and programs for the Cancer Center and its physicians.
- Develop strategic plans and proactively promote positive public relations.
- Assure that clinical activities are efficient, effective, and appropriately support the research-driven, multidisciplinary, patient-centered clinical mission of the cancer center.
- Serve as a member of the RUCC clinical leadership team at the system level, building and supporting effective collegial relationships with applicable internal and external constituents and ensuring optimal operating effectiveness and strategic positioning.

This position has medical and administrative oversight responsibility for all RUCC. They must interact effectively with all levels of RUSH leadership, MD Anderson Cancer Center Leadership, governmental agencies, pharmaceutical companies, other universities and/or other applicable internal and external constituencies.

The Director will also oversee all oncological clinical research across RUCC and will foster the continued expansion of the Center's research activities, clinical trials and patient accruals. The Director will ensure effective integration of clinical research across the clinical activities of the Center and with MD Anderson.

As a RUSH leader, they will strive to uphold the mission, vision and values of the organization and serve as a role model for staff. They will act in a people-centered, service excellence-focused, and results-oriented manner.

Essential Functions:

The next Director for RUCC will:

- Oversee and direct the human resources cost, development, and growth functions for the RUCC. This includes reviewing and approving personnel actions, including recruitment, selection or promotion of staff, evaluations, salary determinations, and disciplinary actions. Lead and collaborate in the recruitment, hiring, and orientation of assigned staff. Evaluate the performance and professional competence of assigned staff as appropriate. Develop and mentor staff to promote professional excellence and growth. Foster teamwork and create

organizational capacity for innovation, creativity and critical thinking by providing staff with authority, accountability, training, information and resources to achieve their full potential. Serve as a key member of the team responsible for shared oversight of the overall operation of the Cancer Center, which includes overseeing the development, implementation, and effectiveness of the RUCC's clinical vision, strategy, focus, and short and long-range goals and objectives in support of the growth and success of the Cancer Center's program. Partner with Senior Leadership in achieving operational goals as outlined in the "Oncology Services Agreement." Coordinate and support the development of applicable pathways, guidelines, benchmarks, and metrics in support of the Cancer Center. Oversee the development and ongoing promotion of educational offerings and opportunities. Assure the cancer program patient base has access to appropriate clinical trials and studies. Review applicable analyses and reports to evaluate program progress.

- Communicate with clinical and administrative leadership, physicians, and staff to ensure that clinical operations are aligned with the overall vision, strategy, and focus of the cancer program. Oversee and/or direct the development and implementation of facility-wide policies, procedures and programs aligned with stated goals and objectives. Ensure compliance with applicable Federal and State regulations and established organizational policies and procedures. Direct implementation, coordination, monitoring, evaluation and improvement of clinical outcomes, evidence-based cancer research and standards, and innovative clinical methodologies and opportunities. Work collaboratively with senior management to evaluate and maximize the effectiveness of care delivery, patient safety, and related operational metrics. Work with appropriate departments to ensure the successful utilization of electronic medical documents (EPIC) and telemedicine in support of enhanced performance. Participate as an active member of the medical executive committee at RUMC.
- Participate in the leadership of all clinical research, including familiarity with research operations, regulatory affairs, finances, administration, and clinic support. Serve as a key leader in developing research activities such as cooperative group participation, collaboration with MD Anderson, industry-sponsored trials, and investigator-initiated trials.
- In coordination with Executive Directors at MD Anderson Cancer Center (Houston), direct all clinical activities of the cancer program and its physicians, ensuring appropriate protocols, practices, and standards are adopted and followed. Provide collaborative leadership with senior administrators for all oncology services throughout RUCC, including strategic planning, implementation, quality assessment, and clinical supervision.
- Maintain overall accountability for the development, management, and adherence of the Cancer Center budget. Participate in the annual update of financial statements and documents. Ensure organizational fiscal standards and expectations are met. Participate in philanthropic activities, including identification of potential donors, cultivation, solicitation, stewardship, and public speaking engagements. Attend fundraising activities as appropriate.
- Serve as Senior Clinical Leader for the RUCC. Work in collaboration with Clinical Chairs, Faculty and the RUCC clinical and operational leadership team. It is expected that the Director will serve on and/or lead system committees related to Clinical Consensus, Performance, Clinical Leadership, Quality, Peer Review, Knowledge Management, Innovation, Privileging, Career and Professional Development. Responsible for the supervision and oversight of RUCC system-wide committees within the clinical discipline. Participate in review of qualifications, credentials, performance, and professional competence and character of providers in the discipline.

- Maintain a part-time clinical practice at the Cancer Center. Perform all functions according to established policies, procedures, regulatory, and accreditation requirements, as well as applicable professional standards. Provide all customers of RUCC with an excellent service experience by consistently demonstrating RUCC core and leader behaviors each and every day. Oversee the development of comprehensive clinics where appropriate and prospective case management conferences are standard.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- With support from Senior Leadership and MD Anderson, develop a clear and compelling vision and corresponding strategic plan for a destination cancer program that will advance RUSH's recognition as a leader in cancer clinical care and research, prevention, and education.
 - This will include a coordinated care model and increasing the portfolio and enrollment of clinical trials, providing patients' access to specialists and new cancer therapies.
- The Director will be instrumental in defining and advocating for specific resource needs and the justification of these resources, working collaboratively with RUSH University and Rush System for Health leadership to ensure these investments.
- Develop a comprehensive understanding of RUSH Health System and the RUCC's organizational and clinical program structure to build a fully integrated and connected cancer care clinical service line. Work to build relationships with system leadership, department chairs, medical, surgical and radiation oncologists to create alignment and further integration.
- It is essential that the Director be visible and quickly gain credibility as a leader who can champion the cancer clinical delivery model objectives. Develop credibility, trust and approachability and establish productive relationships to advance the delivery of efficient, high-quality cancer services.
- Advance the symbiotic Partnership with MD Anderson Cancer Center establishing a unified program that promotes interdisciplinary care, communication, alignment, cohesion, and integration of cancer care across the enterprise.
- Build upon the Cancer Center's current research activity; lead the significant expansion of clinical research productivity. Collaboratively partner to advance basic science endeavors.
- Lead and enhance consistent, high-quality multidisciplinary clinical practice across the Cancer Service Line. Guide the cancer program to enhance patient access, provide a connected patient experience, outstanding patient outcome measures, achieve high-performing physician and staff engagement, and optimize clinical excellence and quality of care national benchmarks.

- Heighten the market presence of RUCC through expansion of the spectrum of clinical services, strategic marketing, growth of geographic markets, as well as the delivery of clinical trials, research, and clinical innovation. Further the organization's academic mission through the attraction of outstanding fellows, residents, and attending physicians.
- Recruit, and retain highly qualified diverse medical, surgical and radiation oncologists to support the highest quality patient care, outstanding research, and exemplary education.

Qualifications/Personal Characteristics

Education and Experience

- Medical Degree and current Board Certification required. Eligible for licensure in the State of Illinois. An advanced degree or equivalent is desirable.
- Training in medical, surgical, or radiation oncology and significant clinical experience in a cancer center.
- Significant experience managing clinical operations in an oncology organization and with hospital organized medical staff, managed care organizations, and continuous quality improvement activities are required. This will include leadership experience in a nationally recognized, leading cancer program as Director (or equivalent), Deputy Director, Chief, Chair, Service Line Leader, or similar position.
- Previous relevant experience in a clinical research setting. An outstanding physician investigator with progressive leadership experience and an established reputation as an outstanding academic clinical leader who has managed and led others. A track record as a developer of both people and programs.
- Business savvy and experience managing creating and managing budgets. The leader must be visionary, forward-thinking, and strategic.
- Demonstrated experience advancing research, with a strong understanding of the regulatory environment and compliance.
- A record of demonstrable success working collaboratively within a highly matrixed organization supporting cancer care delivery in a complex, academically anchored healthcare system.
- Deep knowledge and experience facilitating and negotiating in competitive healthcare markets.

Personal Characteristics

- Excellent communicator with demonstrated success fostering collaboration and building consensus to advance initiatives.

- Passion for cancer care, energetic and driven to achieve excellence. They will be a servant leader, transparent, and attuned to the nuances of academic medicine.
- High emotional intelligence and effective interpersonal skills, along with a strong executive presence.
- Results driven with proven ability to utilize metrics and technology in a way that drives excellence, supports operations and facilitates continued integration of cancer care.
- Impeccable professional and personal integrity matched with an ability to make decisions based on fact and sound judgement.
- A resourceful, action-oriented individual who will know how to effectively overcome obstacles and get things done in a timely fashion.
- A leader who can bring people together to see the broader vision and place members of the team in the right positions to succeed.

Organizational Information

Rush University System for Health

Driven by discovery, innovation, and a deep responsibility for the health of its communities, RUSH is a national leader in outstanding patient care, education, research, community partnerships and empowering a new generation of health care providers.

RUSH comprises RUSH University Medical Center, RUSH Copley Medical Center, RUSH Oak Park Hospital and RUSH University, as well as an extensive provider network and numerous outpatient care facilities.

RUSH University Cancer Center

The RUSH University Cancer Center comprises all of the cancer-related clinical, research and educational efforts at RUSH, crossing 20 departments, divisions and sections; inpatient and outpatient areas; professional clinical activities; and the colleges of Rush University. This growing system of cancer care is ranked among the nation's best on U.S. News & World Report's 2022-2023 Best Hospitals Honor Roll, and among the best in the nation in cancer care. RUCC provides outstanding, integrated care across all locations and looks for opportunities to expand access and convenience.

Joan and Paul Rubschlager Building



The RUCC in the Joan and Paul Rubschlager Building (RAB) is a destination center for cancer, neuroscience, and digestive diseases care in the Chicago area, with a wide variety of services such as radiation therapy, infusion therapy, diagnostic imaging, integrative medicine and expanded clinical trials. The building was designed to provide personalized and convenient care for patients, with enhanced features to elevate the health care experience. The 10-story outpatient care center will also house other departments and clinical services, including endoscopy and gastroenterology services, and the Lung Center.

There are 60 Infusion Chairs, 105 Oncology Exam Rooms, 2 IMRT, 1 Varian Trilogy, 1 TrueBeam SRS/SBRT, and Breast Imaging available to patients at the RAB.

RUSH Copley Medical Center – Cancer Center



The RUSH Copley Cancer Care Center (RCCC) is a designated Comprehensive Community Cancer Center by the Commission on Cancer (CoC). RCCC is also accredited by the National Accreditation Program for Breast Centers (NAPBC) and the American College of Radiology (ACR) for Radiation Oncology. RCCC includes services in medical and radiation oncology, infusion services, clinical research, dedicated social workers and dietitians, nurse navigators, and genetics. The center is also home to The Waterford Place Cancer Resource Center, a premier program offering survivorship and supportive care services.

RUSH University Cancer Center – Lisle



RUSH's new location will streamline access and extend the continuum of cancer treatment by making it more convenient for people living and working in the western suburbs of Chicago to receive the most advanced care from RUSH providers. At approximately 55,000-square-foot, this comprehensive cancer center will offer infusion therapy, radiation therapy, supportive oncology, lab services, pharmacy, and urgent cancer care. The center will also bring the latest technology in diagnostic breast imaging and diagnostic imaging (CT, MRI and X-ray) to serve patients with added convenience. It is planned to have 3

full exam rooms (with space sharing that can add 4-6 more), 2 procedure rooms, and 19 infusion chairs.

RUSH Cancer Care – Oakbrook and Oak Park

RUCC offers breast cancer screening, infusion services, radiation therapy and cancer clinics at convenient west suburban locations. Even if a patient has had an initial diagnosis, treatment, or surgery at RUSH University Medical Center in downtown Chicago, follow-up care at cancer subspecialty clinics is available for a number of cancers, including breast cancer, gynecologic cancers, GI cancer, hematologic cancers, head and neck cancer, lung cancer and others. This allows patients to see the same academic care team from the Chicago campus in their own community, close to home. In addition, radiation therapy is also offered at the radiation oncology clinic at RUSH Oak Park Hospital. In Oak Park, there are 14 infusion chairs, 5 exam rooms, 1 Linear accelerator, and Breast Imaging available.

RUSH Excellence in Cancer Care

- **Accredited cancer care:** RUCC is fully accredited by the Commission on Cancer (CoC) of the American College of Surgeons. CoC accreditation shows that RUSH is committed to providing patients and their families with quality services to diagnose, treat, rehabilitate, and support those dealing with cancer.
- **Quality cancer care:** The RUCC has been recognized by the Quality Oncology Practice Initiative (QOPI), an affiliate of the American Society of Clinical Oncology. The QOPI Certification Program certifies oncology practices that meet nationally recognized standards for cancer care. This certification reaffirms their commitment to providing patients with high-quality cancer care.
- **Multidisciplinary cancer-specific clinics:** At the RUCC, patients receive care through one of the many Coleman Foundation Comprehensive Cancer Clinics. At the clinics, they meet with the whole care team together in a single visit and leave with a personalized care plan. The team may include oncologists, surgical oncologists, oncologists, nurse coordinators and other specialists. Similarly, RUSH Copley Cancer Center has weekly tumor conferences that bring together all of the specialists involved in the patient's care to discuss the case and determine the best approach.
- **Clinical trials:** As a leading academic health system, RUSH offers clinical trials for cancer at all three RUSH hospitals. These trials are looking at new and effective ways to treat cancer and allows patient access to therapies that are not yet widely available.
- **Focus on mind, body, and spirit:** Quality of life is a top priority from diagnosis and treatment to well into recovery. RUSH's supportive cancer care program provides social and emotional support, nutritional counseling, acupuncture and more. And Waterford Place Cancer Resource Center in Aurora offers a wide range of services free of charge to anyone affected by a cancer diagnosis.
- **Comprehensive cancer rehabilitation:** RUSH works with ReVital Cancer Rehabilitation to provide patients with the care and tools needed to address pain, fatigue, and decreased activity levels during and after cancer treatment.

Currently, areas of care include Bone Marrow Transplant, Brain Tumor, Breast Cancer and Breast Imaging, Genetic Testing and Counseling, Cardio-Oncology, Gastrointestinal, Gynecologic, Head and Neck, Lung, Lymphoma, Multiple Myeloma, Myelodysplastic Syndromes, Neuroendocrine Tumor

Care, Pancreatic, Radiation Oncology, Bone Cancer, Skin Cancer and Melanoma, Spinal Tumor, Thoracic Surgery, Thyroid and Endocrine, and Urologic.

RUSH University Medical Center

RUSH University Medical Center (RUMC) is an academic medical center that includes a 671-bed hospital serving adults and children and RUSH University. For more than 180 years, the Medical Center has been leading the way in developing innovative and often life-saving treatments.

RUMC is a thriving center for basic and clinical research, with physicians and scientists involved in hundreds of research projects developing and testing the effectiveness and safety of new therapies and medical devices. The Medical Center also offers more than 70 highly selective residency and fellowship programs in medical and surgical specialties and subspecialties.

In September of 2020, RUSH announced a joint venture agreement with Select Health to manage operations of a 44-bed critical illness recovery hospital, 56-bed inpatient rehabilitation hospital and 63 physical therapy centers throughout the greater Chicago and northwest Indiana region. The Specialty hospital is scheduled to open in the Spring of 2024.

In addition to its mission in patient care, education, and research, the Medical Center maintains a strong commitment to the community. RUSH reaches out to the Chicago community through offerings such as the RUSH Community Services Initiatives Program, an umbrella for several student-led outreach programs designed to address the social and health care needs of residents in neighboring communities.

RUSH Copley Medical Center

At RUSH Copley Medical Center (RCMC), a 210-bed hospital, patients experience a unique blend of leading-edge medicine and the heartfelt compassion of dedicated professionals in a community hospital setting. The organization has received an A-grad for safety 21 times by the Leapfrog Group, earned Magnet accreditation from the ANCC and is proud to be a designated leader in LGBTQ Healthcare Equality by the Human Rights Campaign Foundation.

Meeting the health care needs of a growing and diverse community, RCMC offers advanced care in heart and vascular, cancer, women's health, emergency services, orthopedics, and neuroscience. Safe quality care is the focus, and nearly all the outcomes often exceed national standards.

RCMC is housed in a ranch-style, two-story building with convenient patient care entrances, the hospital is situated on 98 acres of beautiful landscape, offering spectacular views from patient rooms, all of which are private. The hospital's many courtyards give visitors and patients a soothing respite amid natural settings.

RUSH Oak Park Hospital

At 185-beds, ROPH has provided exceptional health care in Chicago's western suburbs for more than a century. As part of RUSH System for Health, ROPH combines the convenience and personal touch of a community hospital with the technology and expertise of one of the nation's top academic health centers. It is located approximately 8 miles from RUSH University Medical Center.

Clinical strengths at ROPH include a broad range of quality services, including cancer care, cardiology, diabetes and endocrine care, and breast imaging.

The campus is also home to the 135,000-square-foot RUSH Medical Office Building, which houses approximately 30 medical offices, including RUSH primary physicians and specialists.

In September 2019, RUSH Oak Park Hospital opened a LEED (Leadership in Energy and Environmental Design) certified, state-of-the-art emergency department fully equipped with the latest in medical technological advances.

ROPH is proud of the numerous patient care excellence and safety awards received over the years, including being recognized as top in quality and patient experience from the Centers for Medicare and Medicaid Services. ROPH also holds Magnet designation, the most prestigious honor a health care organization can achieve for nursing excellence and quality patient care.

RUSH University

RUSH University — with an exclusive focus on the health sciences — shares a campus with RUSH University Medical Center, allowing for the unique integration of patient care, research, education, and community service. The University comprises four colleges: the Medical College, the College of Nursing, the College of Health Sciences, and the Graduate College.

In addition to highly ranked College of Health Sciences and College of Nursing programs, the University offers medical training and research graduate programs. Students receive the personal attention of a small, private university with the advantage of training at a world-renowned academic health center.

Diversity, Equity, and Inclusion

RUSH is committed to working together to achieve diversity, equity, and inclusion (DE&I), which permeates the organization and deeply impacts who RUSH is as a system and who they serve.

RUSH puts diversity and inclusion at the center of all that they do for patients, staff and the community served. RUSH is a national leader in developing policies that make a difference in the lives of the people who work there. Today, the system continues to reflect the diversity of the neighborhoods and populations served. It is routinely ranked near, at or above national and health care industry averages.

At RUSH:

- 72% of employees are women.
- 50% are minorities.
- More than 130 employees are veterans.
- 46% of RUSH residents and fellows are minorities.

Creating a culture for and the development of women's leadership is a key initiative at RUSH. That means focusing on establishing gender diversity in leadership where women are fully integrated and equally represented across all levels of the institution. As part of this effort and to grow gender

equity in medicine, RUSH has helped develop the [Women In Medicine Summit](#), a conference designed to identify barriers to the medical field that women physicians face and develop action plans to address them.

RUSH is also a national leader in LGBTQ health care equity. The strong culture of inclusion makes the recruitment, retention and promotion of LGBT physicians, educators, researchers, and employees across the organization a priority. In 2018, for the 10th consecutive time, RUSH was named a "Leader in LGBT Healthcare Equality" in the Healthcare Equality Index (HEI) Report.

RUSH's commitment to diversity, equity and inclusion also extends to veterans in the armed forces, along with individuals with disabilities. Veterans can plug into the RUSH community with career codes they can use on RUSH's employment site. These codes align their military skills with relevant job openings at RUSH. The ADA Task Force ensures that the campus is accessible in all areas of the Medical Center and University. RUSH was also named one of the "Best Places to Work for Disability Inclusion" based on the high scores it achieved in the 2019 Disability Equality Index.

RUSH believes that addressing health equity means removing obstacles to good health so everyone can attain their full health potential. RUSH's commitment to health equity has been recognized by Vizient with a perfect score in "equity of care," which measures patient outcomes in relation to gender, race and socioeconomic status.

Internally, RUSH's Diversity Leadership Council ensures diversity is a key driver within initiatives in leadership and accountability, employee hiring, retention and promotion, and training and communication.

RUSH believes diversity, inclusion and equity are powerful, uniting forces. And no health care organization is more dedicated to demonstrating that among its employees and within its communities.

Mission, Vision, and Values

The mission, vision and values convey the philosophy behind every decision RUSH System employees make.

Mission

The mission of RUSH is to improve the health of the individuals and diverse communities served through the integration of outstanding patient care, education, research, and community partnerships.

Vision

RUSH will be the leading academic health system in the region and nationally recognized for transforming health care.

Values

RUSH's core values — innovation, collaboration, accountability, respect, and excellence — are the roadmap to the mission and vision.

These five values, known as I CARE values, convey the philosophy behind every decision RUSH employees make. RUSH employees also commit themselves to executing these values with compassion. This translates into a dedication — shared by all members of the RUSH community — to providing the highest quality patient care.

For more information on RUSH University System for Health, please visit <https://www.RUSH.edu/>.

Contact Us

Please direct all nominations and CVs to Jason Petros, Linda Komnick, and Stacey Carbol, through the WittKieffer Candidate Portal by clicking [here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and select the "Become a Candidate" button. If you have trouble logging into the portal, please contact Stacey Carbol directly at scarbol@wittkieffer.com.

The Rush University System for Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from RUSH University System for Health documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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