

Dimensions in Leadership

The Radiology Leadership Institute



Bridging the Gap Between Practicing Radiology and Being a Leader

Geoffrey D. Rubin, M.D.

Geller Professor of Radiology and Biomedical Engineering
Duke University

Founding Board Member, ACR Radiology Leadership Institute

MBA candidate 2014, Fuqua School of Business, Duke University

Why Lead?

- Influence
 - decisions
 - outcomes
- Create and maintain the best environment for delivering effective healthcare, education, or research investigations and developments



Why Leadership Now?



Imaging is a central and crucial component of modern healthcare. However, many pressures facing American healthcare will greatly affect radiology's future, including:

- The current economic climate;
- Diagnostic imaging being uniquely targeted to sustain further reductions as a result of healthcare reform efforts;
- Efficiency and productivity expectations increase while reimbursements fall;
- Increasing government involvement in health care;
- The aging baby-boom generation; and
- Current focus on “managing” health care in both the private and public sectors remains unabated.

Why Leadership Development Matters

- Leaders are not born
- With sufficient drive and commitment, leadership can be learned and practiced effectively



Two Sides to Leading

Leadership

Management



Leadership versus Management



“You manage things, you lead people”

“Its easier to ask forgiveness, than it is to get permission”

**Rear Admiral
Grace Murray Hopper**

Leadership versus Management



Peter Drucker

“Management is doing things right; leadership is doing the right things”

“Most of what we call management consists of taking it difficult for people to forget their work done”

Managing

- Systematic execution of a vision
- Focus on production and tasks
- Resources – people, time, money, equipment

- Planning
- Budgeting
- Organizing
- Controlling
- Coordinating

- Resource allocation
- Scheduling
- Decision Making
- Problem Solving



Leading

- Motivate, inspire, innovate, determined, resilient
 - Creating a culture for success; future oriented
 - Influence, a causal force
-
- Vision
 - Motivation
 - Inspiration
 - Persuasion
 - Teamwork
- Relationships
 - Listening
 - Counseling
 - Mentoring
 - Coaching



Organizations

- Enable us to do what we cannot do as individuals
- Universities and health care delivery systems are complex organizations
- Culture defines norms and modes of response to challenges and novel conditions
- Leadership and management occur within the context of organizational culture. It is critical to understand it.



The Tools of Management

- Operations
- Economics
- Data and Decision analysis
- Strategy
- Accounting
- Finance
- Marketing



Operations

- Design, optimization, and monitoring of workflow processes
- Assuring efficient and effective production with limited resources
- The basis for high levels of safety and quality is rooted in effective operations



Operations

- What processes exist in your environment to
 - assure consistent and effective operations?
 - detect irregularities when they occur?
 - respond to changing conditions?
 - assure that new employees contribute effectively?



Economics

- Macroeconomics seeks to identify and explain the external environment beyond our universities, health systems, and companies
- Microeconomics seeks to identify and explain the relationships between participants in a market such as higher education, healthcare, or pharma/medical device companies



Macroeconomics in Medical Physics

- Laws and regulations governing the use of imaging equipment
- Funding available for grants from the NIH, NSF and other sources
- Impact of interest rates and tax law on cost and value of capital projects
- Medicare and private insurance policy, ACA, HIPAA



Microeconomics in Medical Physics

- Comparative costs and benefits of capital equipment purchases
- Drivers of supply and demand for physics service
- Drivers for university, health system, corporate fiscal health in assuring sufficient revenue to offset costs



Data and Decision Analysis

- Collection of inputs for the assessment of meaningful performance metrics
- Formalization of analyses for actionable results
- Forecasting to anticipate future resource requirements and performance



Strategy

- Recognize and characterize drivers of success and risk
 - within your industry (education, healthcare)
 - within your own organization
- Planning and implementing to maintain high performance in a changing environment



Financial Accounting

- Following the dollars, euros, etc.
- Understanding financial statements and the basis for creating them
- Basis for line items can be opaque within a large organization. Reporting requirements in public companies are greater than nonprofits
- Decisions and money are inseparable



Cost or Managerial Accounting

- How are common or indirect costs allocated?
- Does my work make the firm money or cost it money? Does it bring measurable value?
- How do the granting of decision rights and provision of incentives drive performance?
- Rationality and controllability of performance metrics



Finance

- Investment for
 - Capital projects
 - Long term reserves
 - Contingencies
- Determining the present value of a project/
decision made today with costs and revenues
that extend into the future



Marketing

- Marketing is not selling, but a means of making selling unnecessary
- Facilitation of exchange
- Making customers happy/loyal in the interest of firm success
 - Patients, program officers, referring physicians
- Establishing an identity or brand
- Pricing



Management

- The domains of management are critical to organizational success
- When applied effectively, they provide the basis for strong competitive advantage
- When ignored, projects and organizations will fail



Leadership

- Involves a personal relationship
- Determined and resourceful
- Focus on creation, change & sustain through crises
- Risk taking, disruptive
- Future oriented, envisioning possibilities that may be incongruent with the past
- Multidirectional – down, up, and across



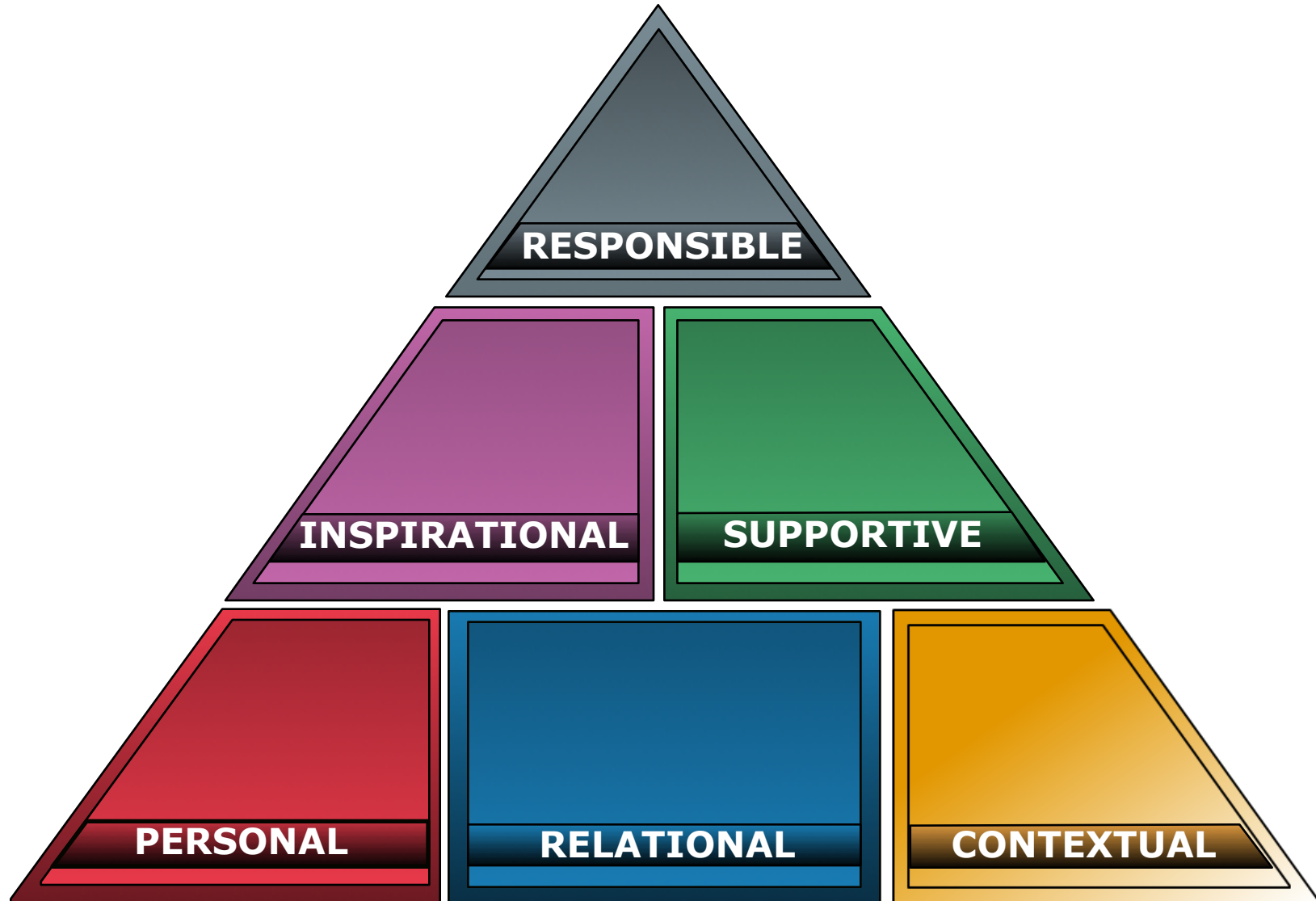
Leadership

- Three traits
 - Competence
 - Drive
 - Character/temperament
 - build trust to influence and persuade
- Leadership is about change



David Gergen

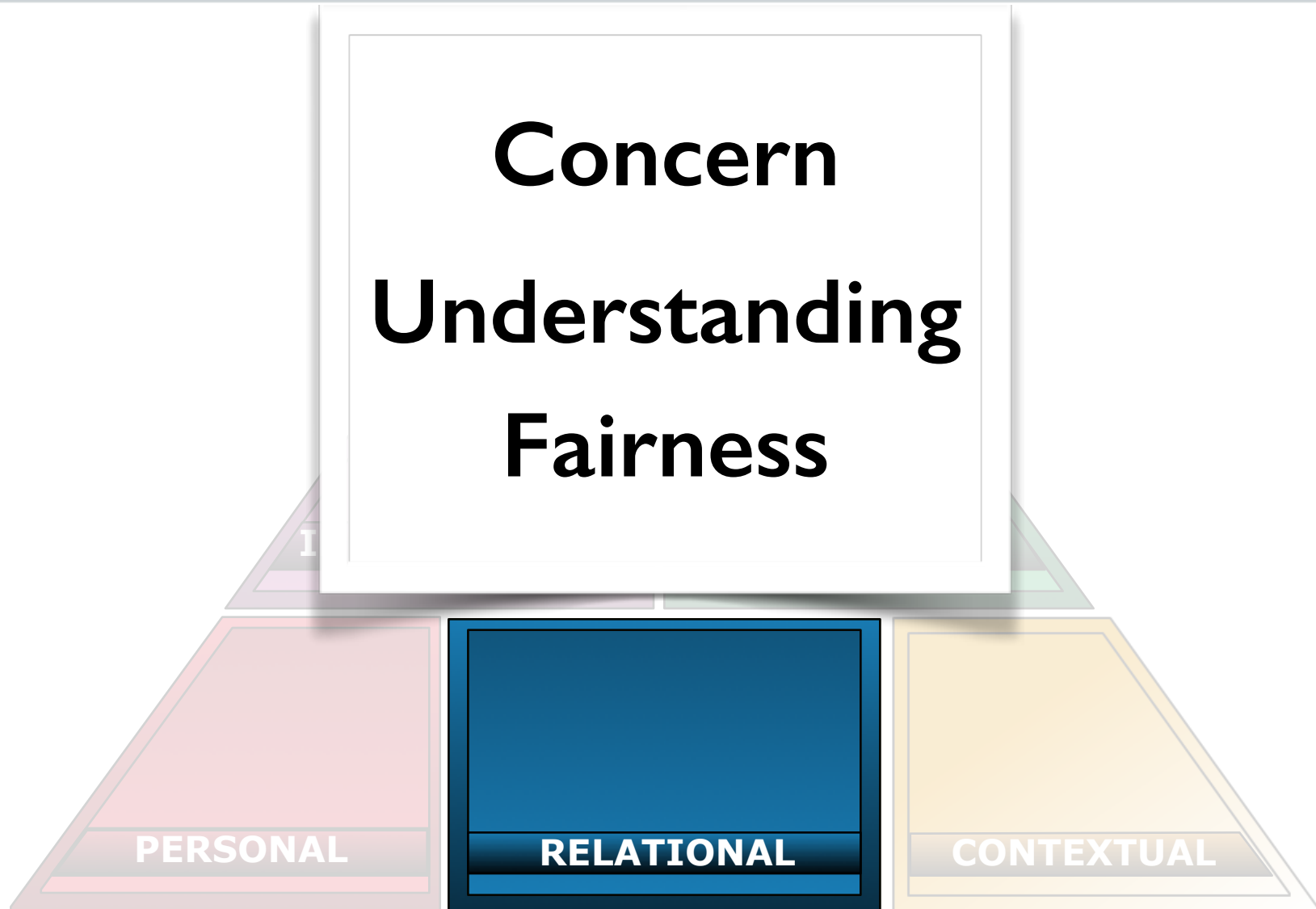
Leadership – Six Domains



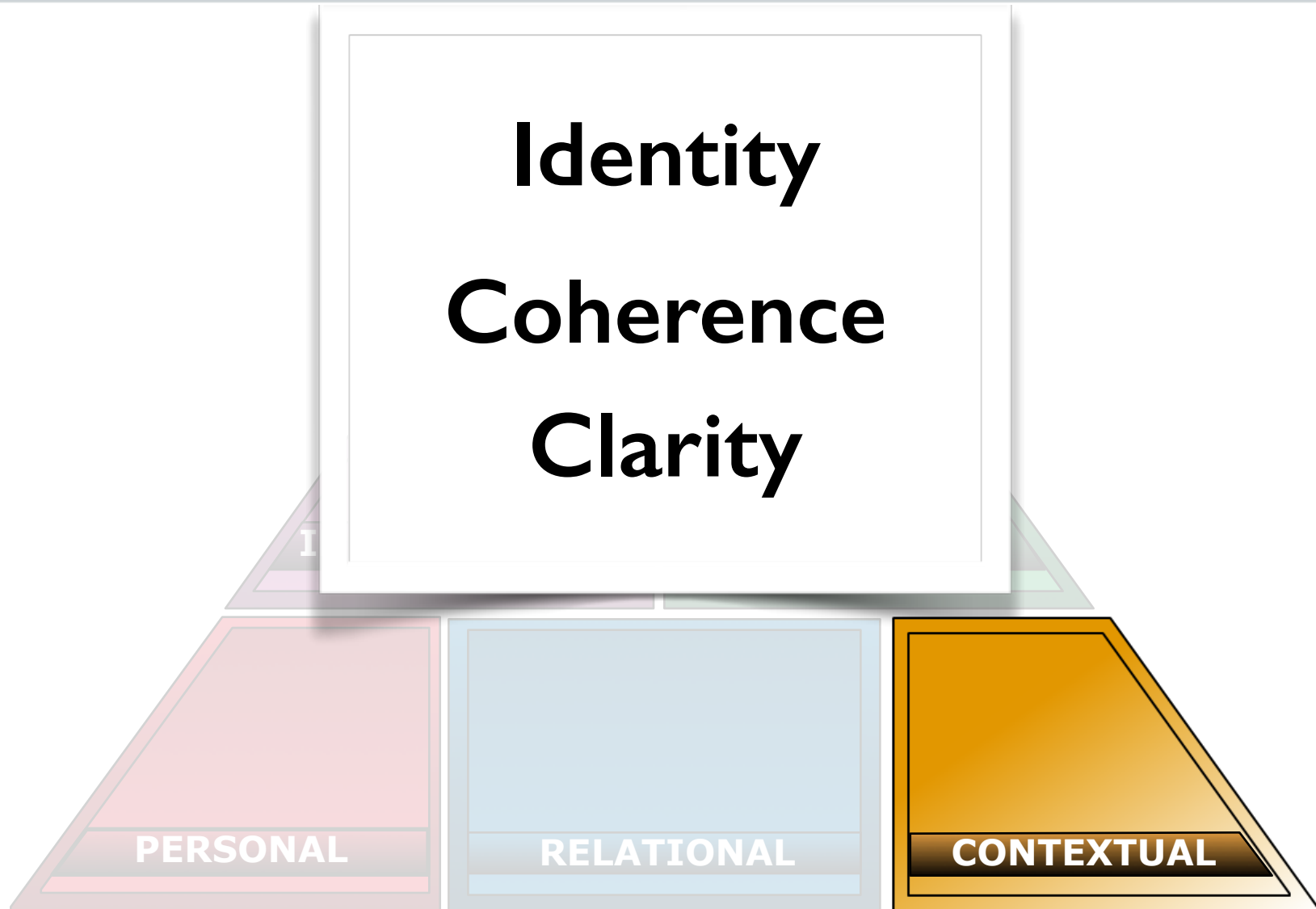
Leadership – Six Domains



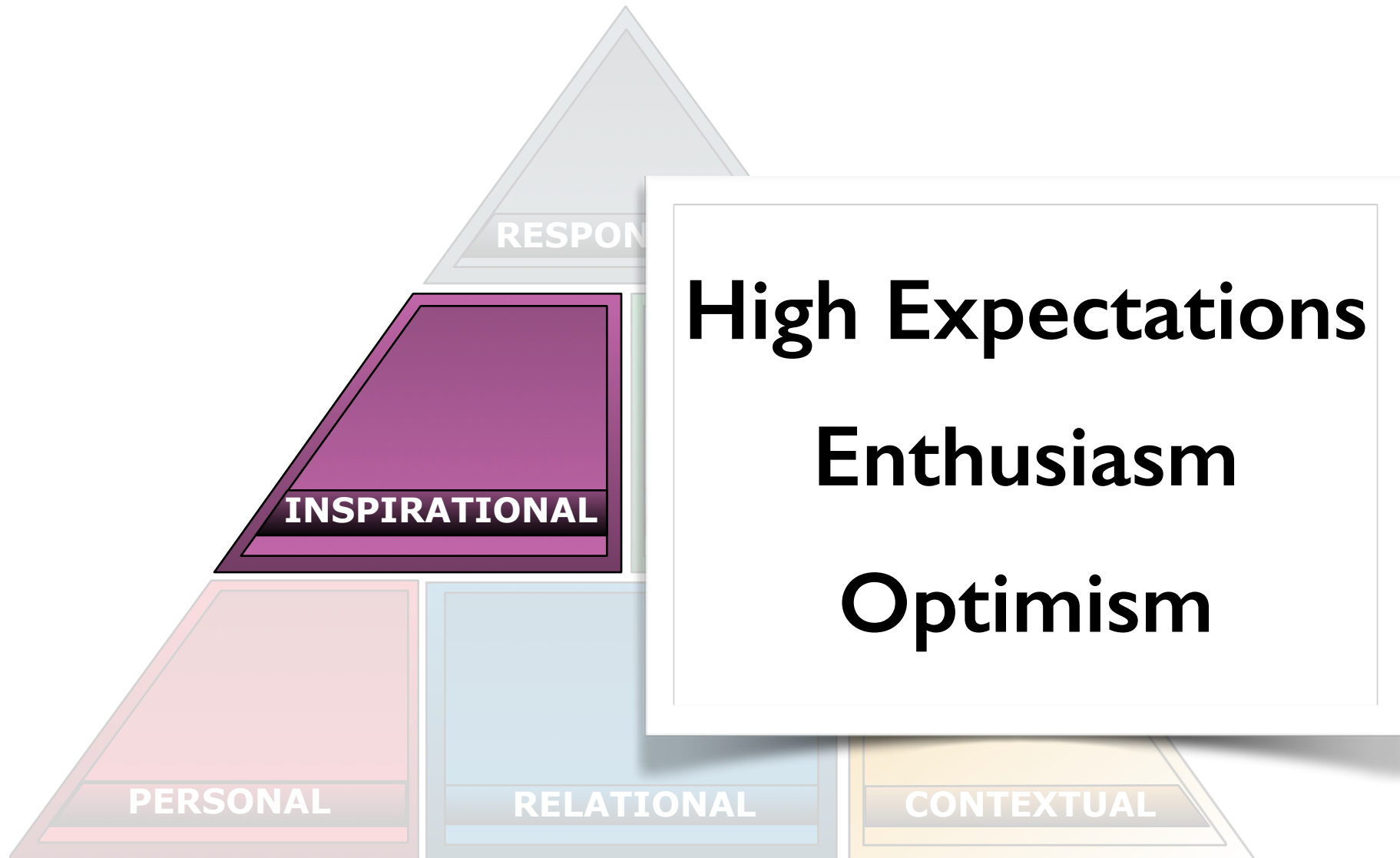
Leadership – Six Domains



Leadership – Six Domains

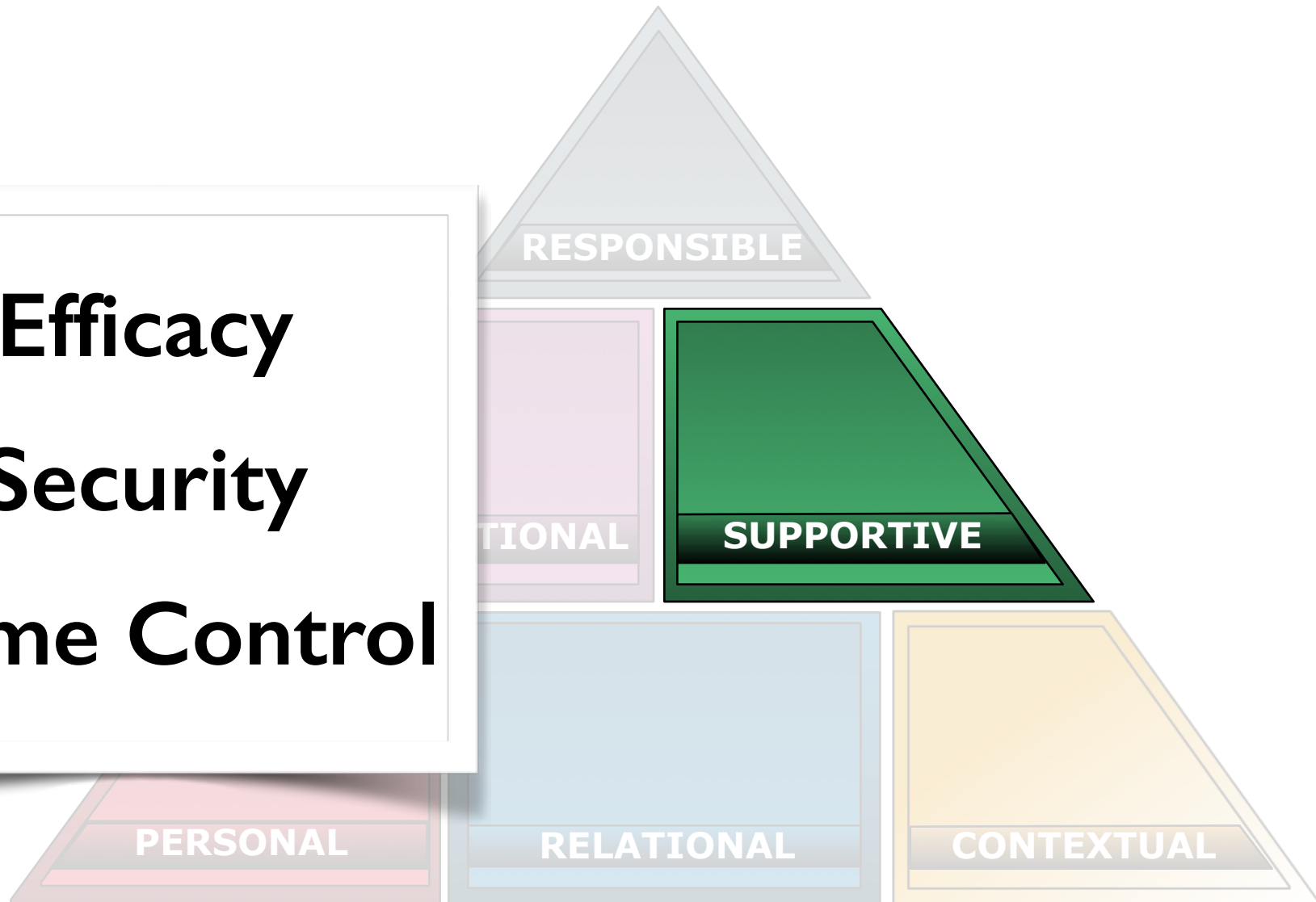


Leadership – Six Domains

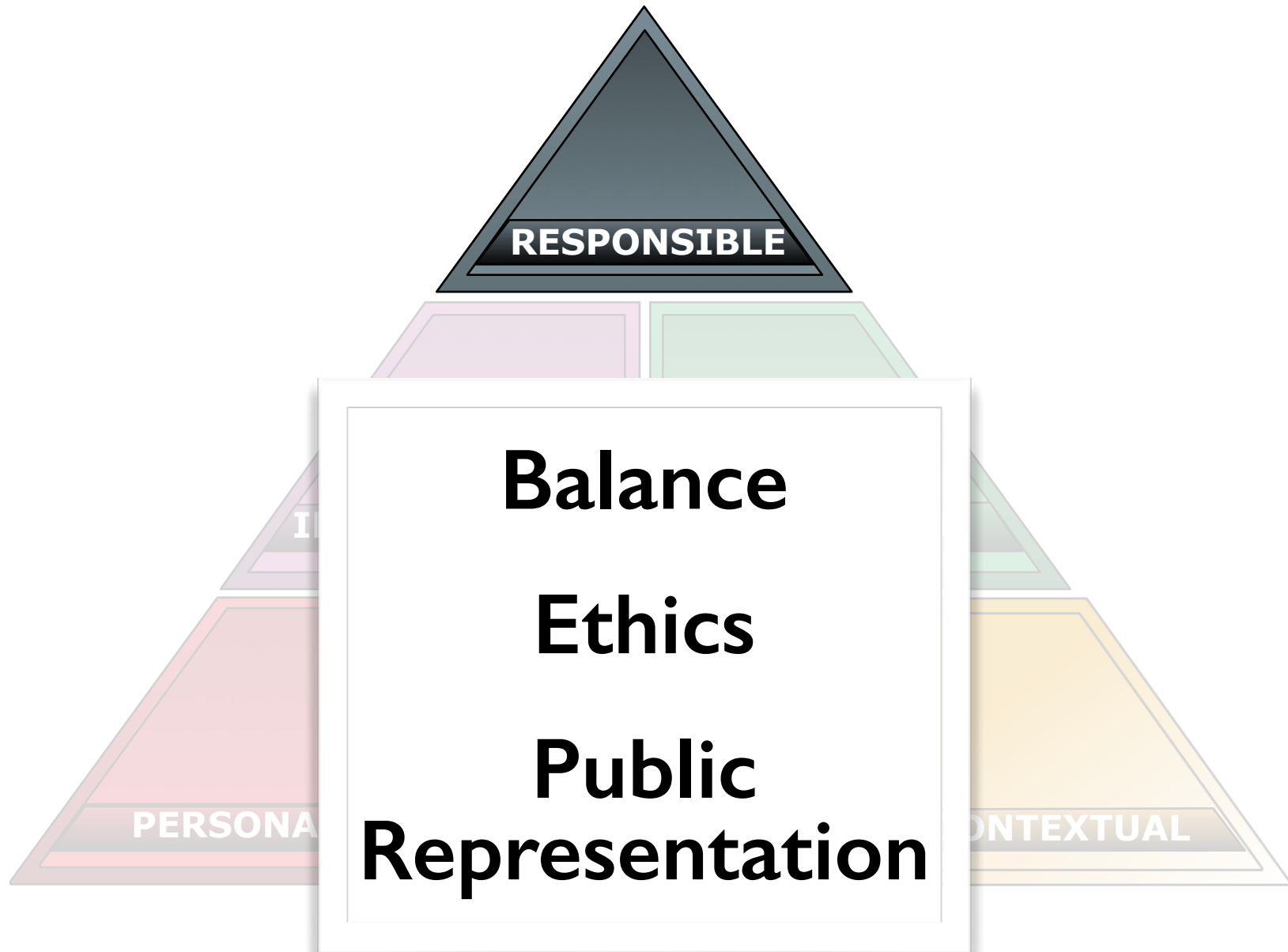


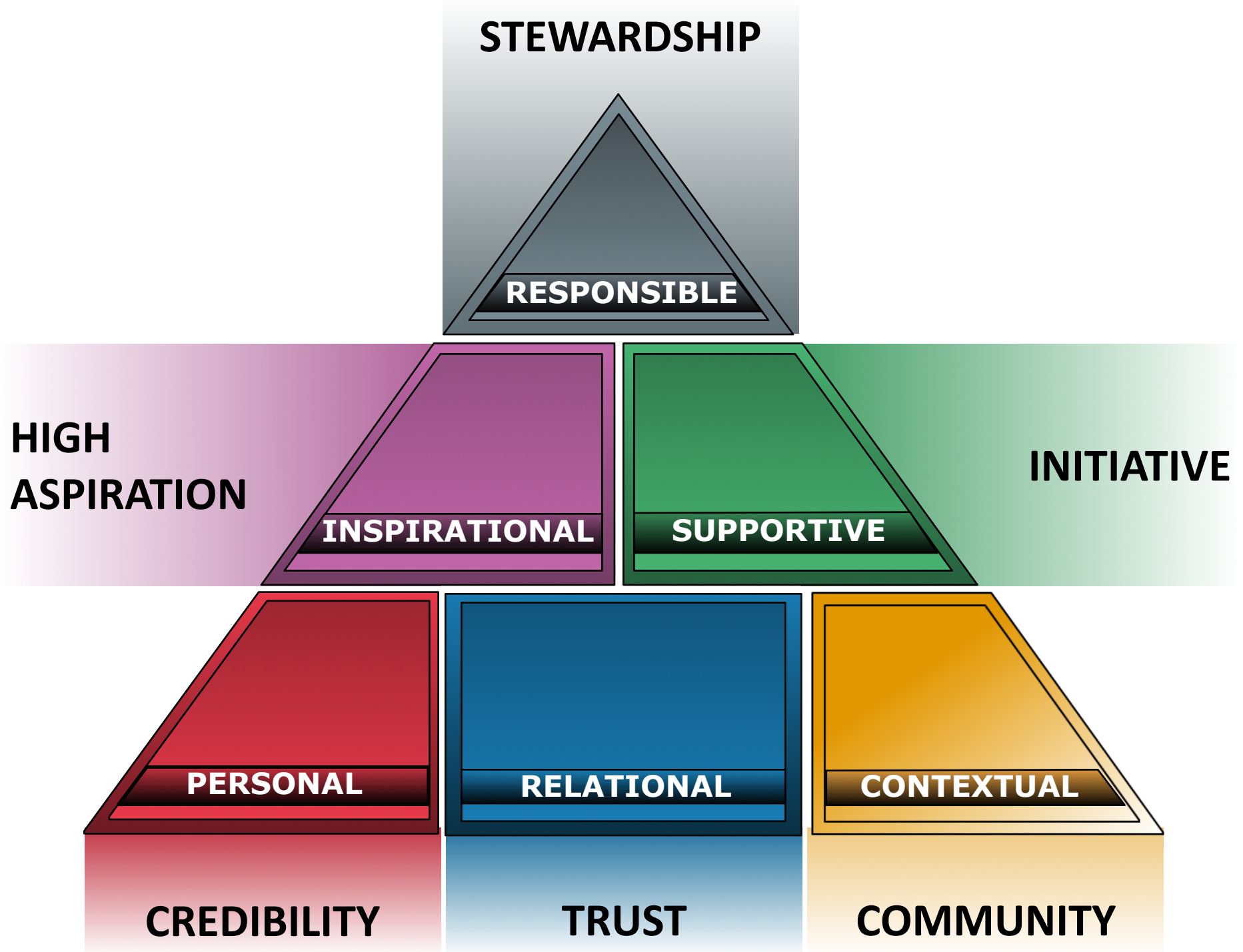
Leadership – Six Domains

Efficacy
Security
Blame Control



Leadership – Six Domains





Manager or Leader?

We Need Both



Communication

- Conveying ideas, perspectives, and plans authentically and clearly
 - Written
 - Oral





Medical Physics 2.0

a new frontier
in clinical imaging physics



Ehsan Samei, PhD

Duke University



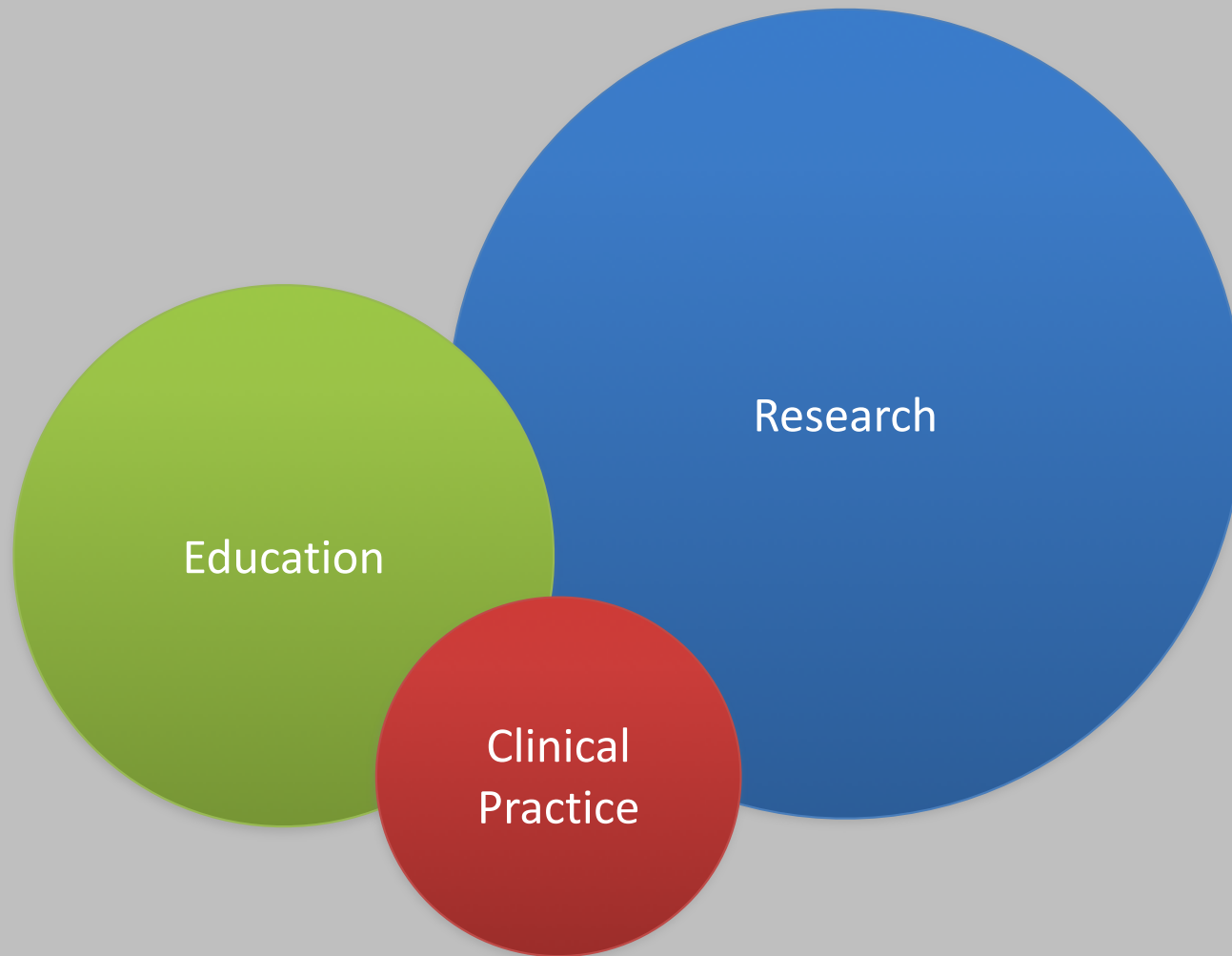
Medical Physics 2.0?

- A bold vision for an existential transition of clinical imaging physics
- **RSNA 2013:** 12 hr course in CT, MRI, NM, Fluoroscopy, Rad, Mammo, US, IT
- **AAPM 2014:** 8 hr course and panel discussion
- **RSNA 2014:** 12 hr course
- **Book in 2015:** Wiley and Sons

Where medical imaging is going?

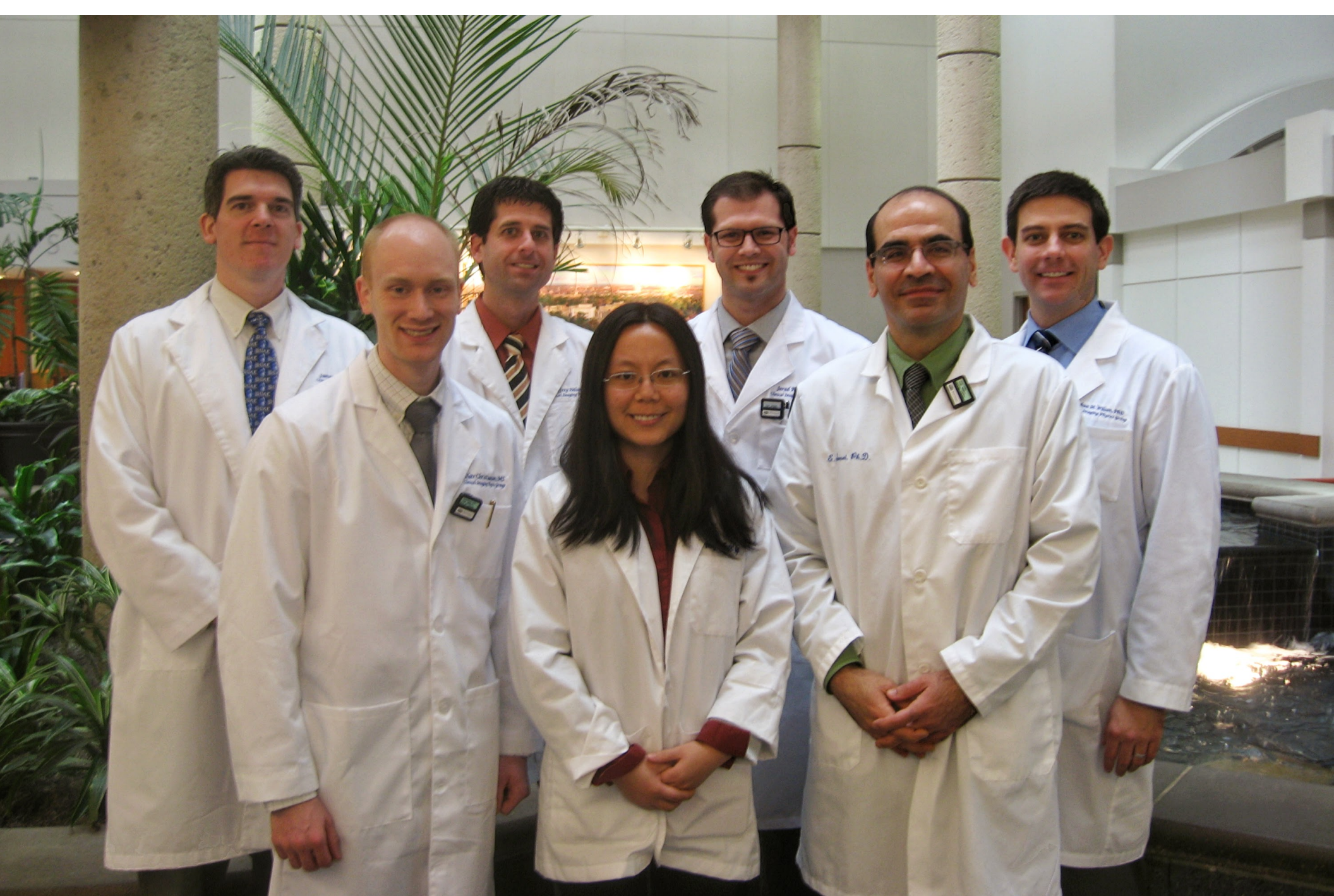
- Evidence-based medicine
 - Practice informed by science
- Quantitative medicine
 - Biometrics enabling analytics
- Value-based medicine
 - Scrutiny on safety, performance, consistency, stewardship, ethics
- Comparative effectiveness and meaningful use
 - Enhanced focus on actual utility

Imaging physics enterprise



Current Clinical Role of Imaging Physics

- Ensuring quality and safety of clinical imaging systems
- Ensuring compliance
- Enabling accreditation



**Duke University
Clinical Imaging Physics Group**

Moving Imaging Physics Forward

- Clinical performance?
- Optimization of use?
- Consistency of quality?
- Changing technology?
- Value-based healthcare?

1.0 to 2.0

- Clinical imaging physics extending from
 - intrinsic to extrinsic
 - Specs to performance
 - compliance to excellence
 - Quality to consistency
 - Equipment to operation

Ensuring quality and safety: **3 spheres of quality assurance**

System performance assessment

Quality by inference



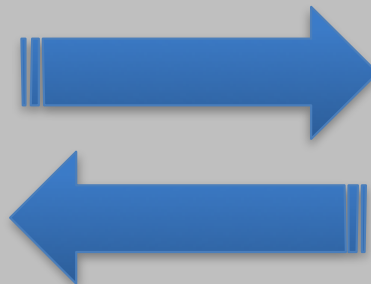
Prospective protocol definition

Quality by prescription



Retrospective quality assessment

Quality by outcome



RadiologyLeaders.org



RLI Participant Snapshot



1,728 people have enrolled in the RLI program

[Members: 75% (MITs: 26%) | Non-Members: 25%]

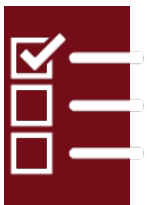


1,581 individuals registered for RLI sessions

(Excludes co-sponsored RLI courses and activities)



526 RLI Curriculum Advisor sessions completed



2,044 participants have claimed RLI Credit

(Includes credits claimed for co-sponsored RLI sessions)



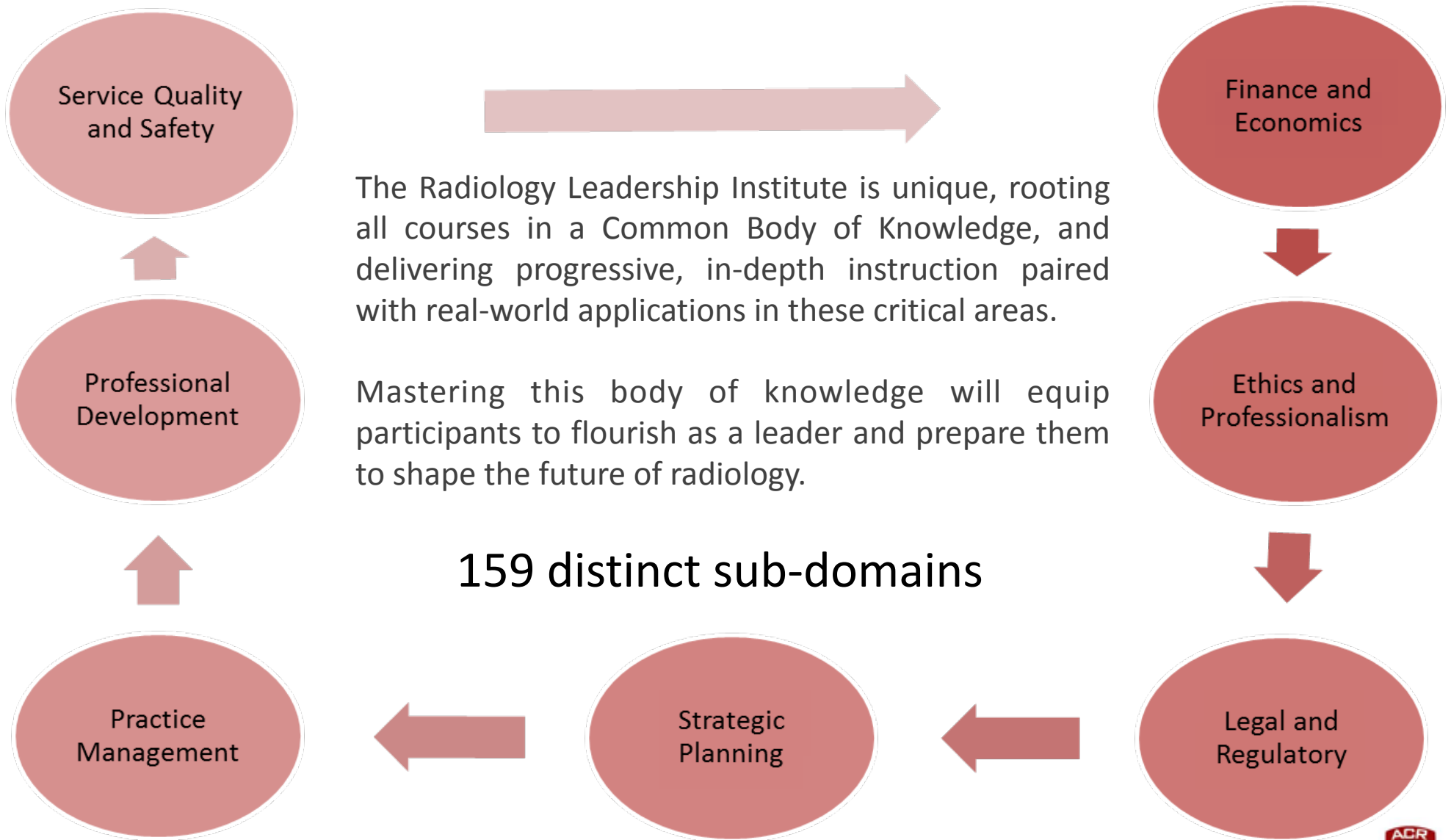
53 people have completed Level I and 8 people have completed Level II

Unparalleled Leadership Training

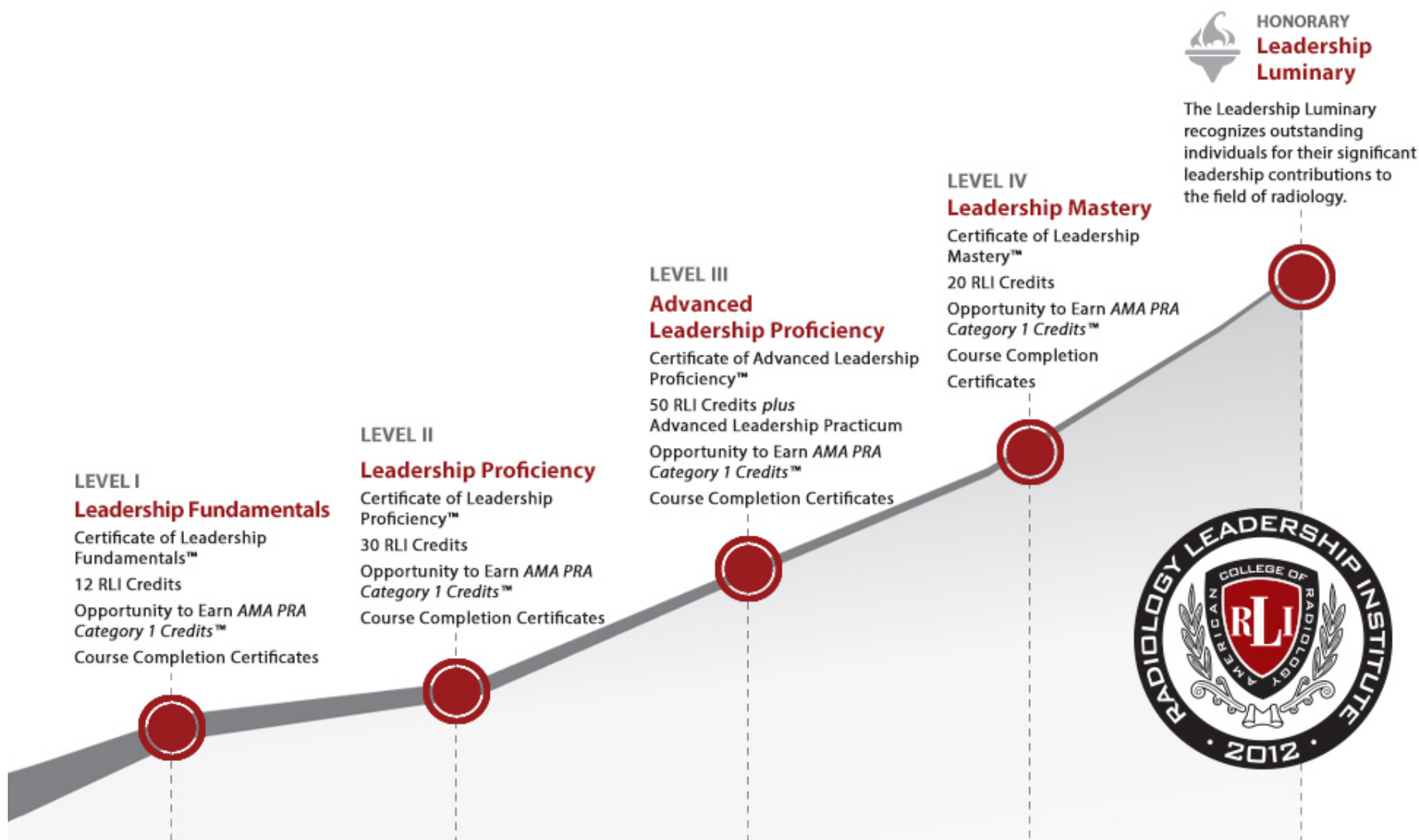
- Derived from the **RLI Common Body of Knowledge™**, a comprehensive document outlining the seven core areas critical to the development of radiology leaders at every career level.
- **Progressive, in-depth instruction** paired with real-world applications in these critical areas.
- **Created, taught, and led by renowned professionals** from acclaimed academic institutions and from leading radiology programs and practices;
- Offered in **collaboration with affiliated graduate business schools** and other organizations, to provide a transformational learning experience;
- Delivered using a **blended approach** that combines web-based distance learning opportunities with on-site, live programs including team projects and case analysis.



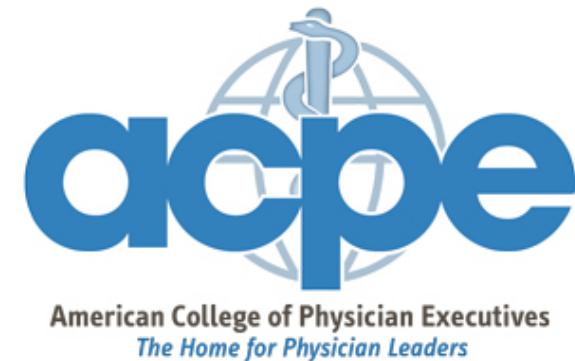
The RLI Common Body of Knowledge™



Innovative Structure



Partnering with Leaders



It's Never Too Early!

- ACR/RLI is committed to ensuring the future success of the next generation of radiologists and imaging scientists → *25% of RLI enrollees are Residents*
- RLI provides residents top-level training and access to renowned experts so that early-career physicians can establish a solid leadership foundation.
- Collaborating with Resident Programs to incorporate RLI content into their non-clinical training
- Special benefits for residents
 - Free RLI Leadership Webinars
 - Free on-demand courses
 - Free lectures at AIRP
 - Half price on most RLI meetings, including the Leadership Summit and the Harvard Emerging Leaders Seminar
 - Scholarship opportunities

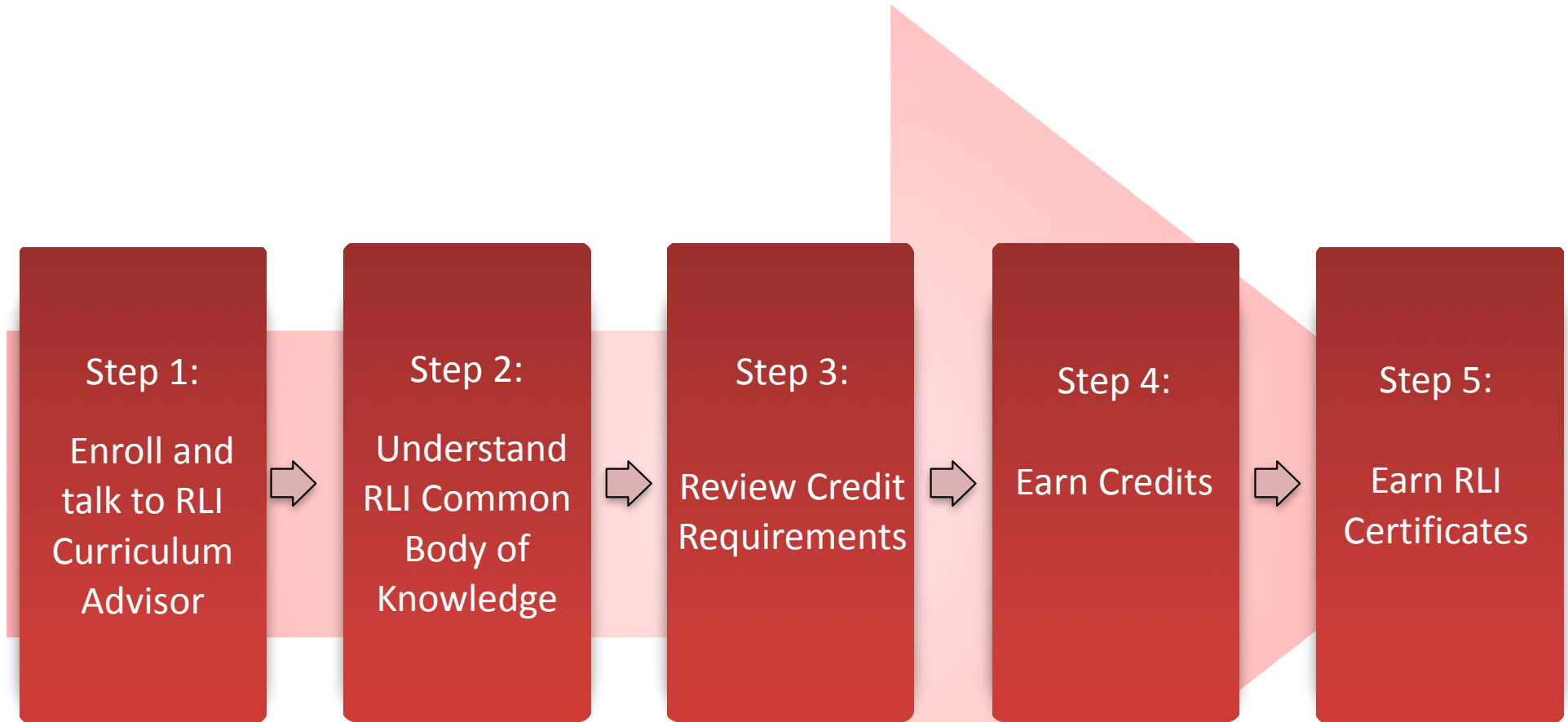


Upcoming Programs

- **RLI leadership webinars:** Ongoing
9/17 (Bradley) | 10/7 (Muroff) | 11/6 (Muroff)
- **Beyond the Health Care Economics Milestones: The RLI Webinar Series**
9/9 (McGinty) | 9/11 (Silva) | 9/23 (Duszak) | 9/25 (Thorwarth)
- **2014 RLI Leadership Summit:** August 7-10, 2014 (Wellesley, MA)
- **2014 CRS-RLI Leadership Meeting:** Sept. 5-7, 2014 (San Francisco, CA)
- **6th Annual ACR-RBMA Forum:** Oct. 17-18, 2014 (Seattle, WA)
- **Harvard Emerging Leaders Seminar:** Feb. 3 – April 28, 2015 (Online)
- **2015 ACR Practice Leaders Meeting:** Jan. 23-25, 2015 (Atlanta, GA)
- **2015 RLI Expedition:** Feb. 13-15, 2015 (Dallas, TX)
- **2015 RLI Leadership Summit:** August 6-9, 2015
- **RLI On-Demand Learning Portal:** More than 125 online courses



Get Started Today!



Resources



RadiologyLeaders.org



MBA Pathways

The RLI partners with leading business schools to provide pathways for RLI participants to earn an MBA.



RLI participants can earn credits towards Babson's 21-month Fast Track MBA Program. Courses are delivered online and face-to-face at two campus locations, Wellesley and San Francisco.



RLI participants will receive tuition discounts for JWMI's 24-month Executive MBA Program. Classes are delivered in a flexible, interactive, online format.



RLI participants will receive tuition discounts for the Isenberg School of Management 55 credit MBA Program. Attendees can complete the degree online from one of four satellite campuses.



RLI Contacts

Anne Marie Pascoe

Director, Radiology Leadership Institute

Phone: 703-390-9845

Email: apascoe@acr.org

Zack Stopa

RLI Curriculum Advisor

Phone: 703-637-4381

Email: rliadvisor@acr.org



The Path Forward

- Great leaders are not born; they develop
- Becoming an effective leader and manager is teachable and learnable.
- It is a journey that never ends
- Nurtured through life long learning

