Dimensions in Leadership
The Radiology Leadership Institute

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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
“You manage things, you lead people”

“It's easier to ask forgiveness, than it is to get permission”

Rear Admiral
Grace Murray Hopper
Leadership versus Management

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

“Most of what we call management consists of doing things difficult for people to do; leadership is doing things difficult for people to forget.”

Peter Drucker
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
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
• 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

Wisdom
Authenticity
Dedication
Leadership – Six Domains

Concern
Understanding
Fairness

Sim Sitkin & Alan Lind, Delta Leadership
Leadership – Six Domains

- Identity
- Coherence
- Clarity

Sim Sitkin & Alan Lind, Delta Leadership
Leadership – Six Domains

- RESPONSIBLE
- INSPIRATIONAL
- SUPPORTIVE
- PERSONAL
- RELATIONAL
- CONTEXTUAL

High Expectations
Enthusiasm
Optimism
Leadership – Six Domains

- Efficacy
- Security
- Blame Control

Sim Sitkin & Alan Lind, Delta Leadership
Leadership – Six Domains

- RESPONSIBLE
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Balance
Ethics
Public Representation
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

- Research
- Education
- Clinical Practice
Current Clinical Role of Imaging Physics

• Ensuing quality and safety of clinical imaging systems
• Ensuring compliance
• Enabling accreditation
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
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 Radiology Leadership Institute is unique, rooting all courses in a Common Body of Knowledge, and delivering progressive, in-depth instruction paired with real-world applications in these critical areas.

Mastering this body of knowledge will equip participants to flourish as a leader and prepare them to shape the future of radiology.

159 distinct sub-domains
Innovative Structure

LEVEL I
Leadership Fundamentals
Certificate of Leadership Fundamentals™
12 RLI Credits
Opportunity to Earn AMA PRA Category 1 Credits™
Course Completion Certificates

LEVEL II
Leadership Proficiency
Certificate of Leadership Proficiency™
30 RLI Credits
Opportunity to Earn AMA PRA Category 1 Credits™
Course Completion Certificates

LEVEL III
Advanced Leadership Proficiency
Certificate of Advanced Leadership Proficiency™
50 RLI Credits plus Advanced Leadership Practicum
Opportunity to Earn AMA PRA Category 1 Credits™
Course Completion Certificates

LEVEL IV
Leadership Mastery
Certificate of Leadership Mastery™
20 RLI Credits
Opportunity to Earn AMA PRA Category 1 Credits™
Course Completion Certificates

HONORARY Leadership Luminary
The Leadership Luminary recognizes outstanding individuals for their significant leadership contributions to the field of radiology.

RADIOLoGY LEADERSHIP INSTITUTE
2012

ACR-CR-0120-12-0316

ACR-CC-0120-12-0317
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!

Step 1: Enroll and talk to RLI Curriculum Advisor

Step 2: Understand RLI Common Body of Knowledge

Step 3: Review Credit Requirements

Step 4: Earn Credits

Step 5: Earn RLI Certificates
Resources
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

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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