PURSUING A CAREER IN MEDICAL IMAGING LEADERSHIP
I GOT MY DEGREE!
... NOW WHAT?
CHOOSE A CAREER PATH

Remain in Clinical Role

- CT Technologist
- Nuclear Medicine Technologist
- Ultrasound Technologist
- MRI Technologist
- Interventional Radiology Technologist
- Mammography/Bone Densitometry
- Radiation Therapist

Radiation Safety Positions:
- Radiation Safety Officer (RSO): The RSO establishes and oversees operating and safety procedures to maintain ALARA radiation exposures
- MRI Safety Officer (MRSO): The MRSO establishes MR safety guidelines and ensures they are enforced
  - Pursue certification from ABMRS.

Management Role

- Lead Technologist
- Radiology Supervisor
- Radiology Manager
- Clinical Manager
- Assistant Director of Radiology
- Director of Radiology

Information Technology

- PACS Administrator
- Applications Specialist
- EMR Analyst
- Vendor Sales
WHAT DO IMAGING LEADERS DO?

- Participate in projects that affect the entire facility and interact with many individuals across the facility

- Mentor/educate technologists to facilitate career development and improve employee tenure

- Encourage commitment to quality and excellence

- Take part in the decision process that will shape the profession today, tomorrow, and in the future
WANT TO BE A LEADER?

- Desire to work with people and lead teams
- Ready for a role more integrated in facility’s operations
- Ready to take on more responsibility
QUALITIES OF A LEADER

- Self aware
- Organized
- Control over emotions
- Self confident
- Integrity
- Possess mature thinking skills
- Possess strong financial acumen

- Commitment
- Accountability
- Willing to take risks
- Good interpersonal skills
  - Effective verbal and written communication
  - Effective listener
3 STEPS TO PURSUING A LEADERSHIP ROLE:

1. Education/certification

2. Experience

3. Develop leadership skills
1. EDUCATION/CERTIFICATION

- 2 year associate degree program
- 2 year hospital based certificate program
- 4 year baccalaureate degree program
- Many careers based on minimum baccalaureate degree with experience in an area of special interests
1. EDUCATION/CERTIFICATION (ADVANCED)

Masters

- Business administration
- Health administration
- Radiologic science administration and/or education

Certified Radiology Administrator (CRA)
2. EXPERIENCE

Technical Role ➔ Supervisory Role:

Between 2-5 years technical experience to reach supervisory level

• Becoming a great leader requires experience, commitment, due diligence, and accountability.
2. EXPERIENCE

Supervisory Role ➔ Leadership Role:

At least 3-5 years of supervisory experience to reach leadership level

• Entry level leadership positions: 3 years of working in the area
• Mid to upper leadership positions: 5 years experience in a clinical setting
3. DEVELOP LEADERSHIP SKILLS

- Check with your organization to see what programs they may offer
  - Eg, internal and external leadership development programs
- Find a mentor
  - Let your manager know you are interested in one day moving up. Ask for their help and guidance.
3. DEVELOP LEADERSHIP SKILLS

- Join and become involved in an association with a focus on leadership development (e.g., AHRA)
- Internships, coaching
3. DEVELOP LEADERSHIP SKILLS

- Participate in, assist in, or lead projects, task forces, and committees.
  - Get an idea of what happens in management
  - Show your desire and capabilities to current leaders

Examples

- Contribute to positive outcomes for customer service and quality assurance
- Become versed in Joint Commission preparedness
- Develop patient safety initiatives

ahra
AHRA LEADERSHIP TOOLS

Basic Track Course:
An excellent way to advance your career by learning the fundamental skills and principles of good leadership.
BASIC TRACK COURSE LIST

Art of Negotiation
Basic Concepts of Quality Improvement
Budgeting for the Radiology Administrator (Part 1&2)
Introduction to Asset Management
Introduction to Business Writing: Proposals, P&P and Regulatory Requirements
Introduction to Imaging Informatics
Introduction to Project Management
Managerial Communication: Communicating More Effectively in the Workplace
Marketing Matters: Building Basics
Patient Satisfaction in Today's Healthcare Environment
The Employment Continuum - Part 1&2
ART OF NEGOTIATION

In this session you will learn to:

• Define “negotiation.”
• Understand how good negotiation skills give you an edge.
• Prepare for negotiations.
• Manage the negotiation process.
• Use various negotiation styles.
• Understand and use body language.
BASIC CONCEPTS OF QUALITY IMPROVEMENT

In this session you will learn to:

• Find areas for improvement
• Organize change
• Implement change
• Discuss the keys to success
BUDGETING FOR THE RADIOLOGY ADMINISTRATOR

In this session you will learn to:

• Understand types of budgets encountered in medical imaging management
• Understand operating budgets and capital planning
• Use tools for monitoring salary, productivity and staffing within the budgeting process
• Campaign for staffing additions to the budget
• Understand business plans and proformas and their role in new program development and budgeting
INTRODUCTION TO ASSET MANAGEMENT

In this session you will learn to:

• Understand different components of asset management in radiology
• Justify capital equipment for purchase
• Understand different costs associated with asset management
• Use benchmarking data to evaluate utilization of equipment and justify replacement and/or additional equipment
INTRODUCTION TO BUSINESS WRITING

In this session you will learn to:

• Ensure that your communications are well written
• Ensure that your communications are understood clearly and well received
• Learn the five keys to successful business writing
• Learn the architecture of simple and complex documents including policies & procedures required to meet operational needs and regulatory requirements
• Avoid some common mistakes
INTRODUCTION TO IMAGING INFORMATICS

In this session you will learn to:

• Understand the basic components and terminology of imaging informatics
• Review and chart data flow for improved efficiencies and discuss an imaging leader’s role in successful IT improvements
• Discuss imaging’s role in the “meaningful use” of an EMR
INTRODUCTION TO PROJECT MANAGEMENT

In this session you will learn to:

• Understand the basic terminology of project management
• Create a timeline for a project using a Gantt Chart
• Define team members needed for an imaging project
MANAGERIAL COMMUNICATION

In this session you will learn to:

- Connect emotionally with people in the workplace
- Become credible and persuasive
- Listen more attentively
- Appreciate body language meanings
- Speed-read personality types for more effective communication and teamwork
- Methodically prepare for presentations and business proposals
MARKETING MATTERS: BUILDING BASICS

In this session you will learn to:

• Identify the key components of marketing
• Examine how all employees are integral to the marketing team
• Understand how building a marketing program not only increases financial performance, but also builds strong relationships both internally and externally for your organization
In this session you will learn to:

- Understand the regulatory environment related to patient satisfaction
- Evaluate and work towards a culture for patient-centric decision making
- Use reactive and proactive techniques that will assist in managing customer expectations
In this session you will learn to:

- Match your needs with the right candidate by interviewing and hiring smartly
- Develop your team with seamless approaches to the “next step”
- Produce an atmosphere of commitment and communication with a focus on quality, safety, and customer service
- Reward and retain employees effectively
- Align behavior to goals
- Develop shared expectations
“In the near future, I will be focusing on my Health Management degree as well as taking the CRA Exam to enable me to become more marketable as a manager.”

Carmen Taylor RT(R)
Imaging Supervisor
Lexington Medical Center
Eligibility for the CRA exam is based on a point system, with 7 points required to be eligible to take the exam. Points are earned through a combination of experience, education, and/or credentials.

See more details at www.CRAInfo.org.
GET STARTED: AHRA CAN HELP!

AHRA: The Association for Medical Imaging Management has resources to help guide you through your career.

Connect with other new or aspiring managers and seasoned managers to get answers to your toughest questions.

Find out more at www.ahra.org!