

# **PURSUING A CAREER IN MEDICAL IMAGING LEADERSHIP**



the association for medical  
imaging management

# **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?

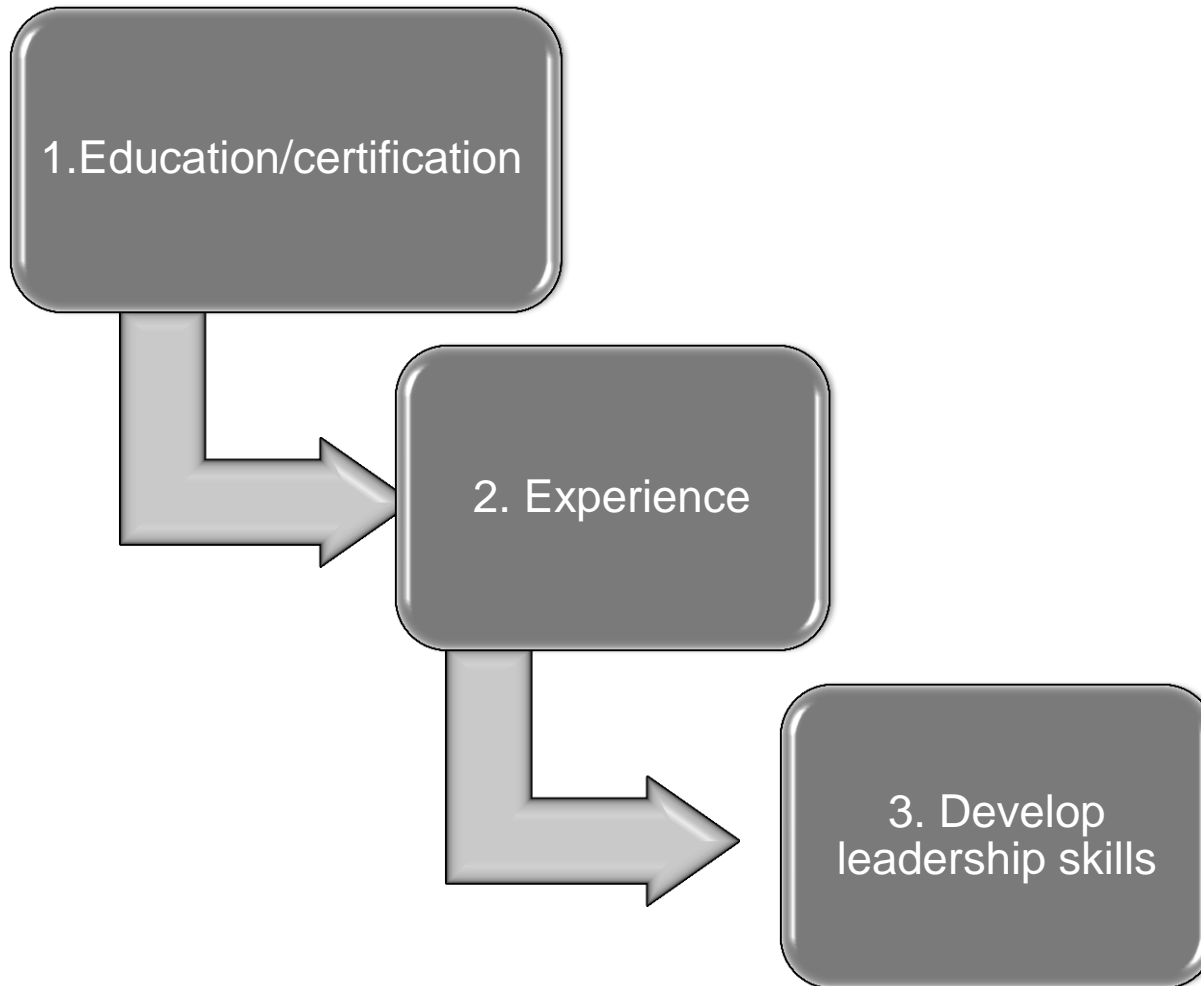
- Desire to work with people and lead teams
- Ready for a role more integrated in facility's operations
- Ready to take on more responsibility



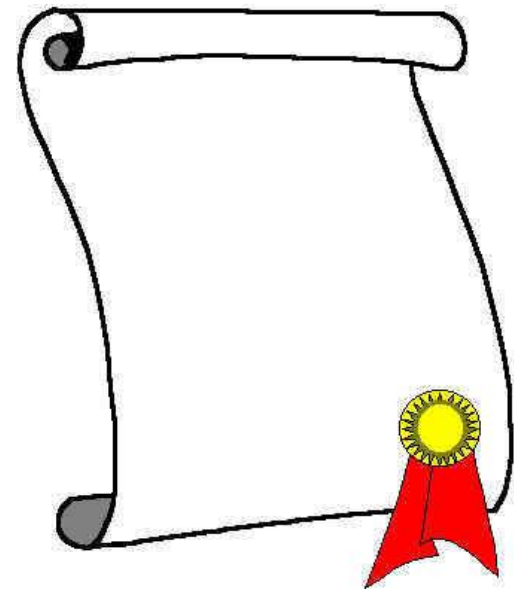
# QUALITIES OF A LEADER

- 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 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.



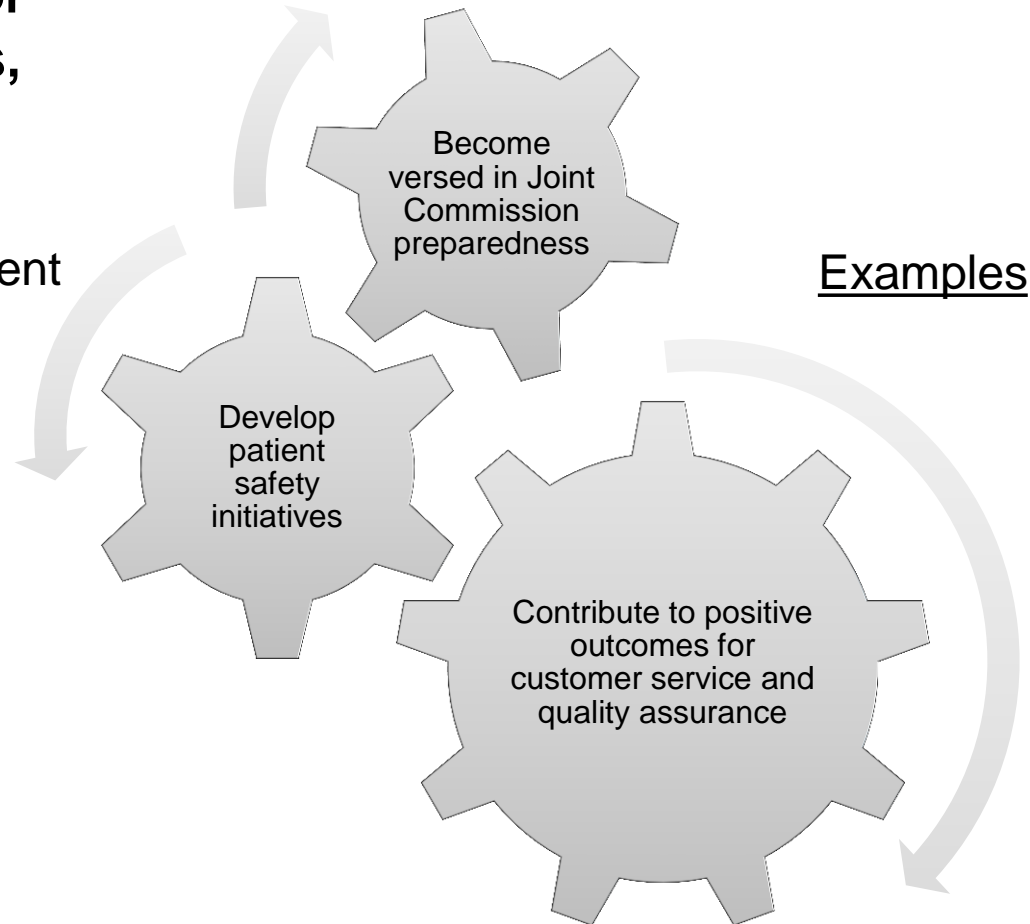
# 3. DEVELOP LEADERSHIP SKILLS



- Join and become involved in an association with a focus on leadership development (eg, 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



# AHRA LEADERSHIP TOOLS

## Basic Track Course:

An excellent way to advance your career by learning the fundamental skills and principles of good leadership.

“ I would highly recommend this program and already have to many of my colleagues I feel like it is a great refresher course for any administrator and a necessity for new ones. The courses are relevant and the information can be used on a daily basis in our environment. ”



- Melissa Marx,  
Administrator  
Fl. Jesse Imaging  
& Gale Keeran  
Center for Women

# **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

# PATIENT SATISFACTION IN TODAY'S HEALTHCARE ENVIRONMENT

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

# THE EMPLOYMENT CONTINUUM - PART 1&2

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

# DOWN THE ROAD: CRA CERTIFICATION

“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



**The Certified Radiology Administrator (CRA) is the only professional credential tailored specifically for radiology administrators, focusing on management in human resources, asset resources, finance, operations, and communication.**

# REQUIREMENTS TO SIT FOR THE CRA EXAM



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](http://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](http://www.ahra.org)!**

