Human Resource Management in Radiology

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Acknowledgments

This project, as with the previous books in the AHRA professional development series, was successful only because of the myriad folks working behind the scenes to bring it to fruition. Bayer HealthCare Pharmaceuticals continues to receive our gratitude and sincere appreciation for their generous grant making this series of books possible. The 11 authors who contributed their time, knowledge, and expertise, as well as the peer review group who analyzed the manuscript and made suggestions to hone this project into the highly polished reference manual that resulted, are tremendously appreciated. Lynne Dodson brought her professional writing and editing skills to each chapter and was critical to the high quality of the final product. The AHRA staff, under the direction of Debra L. Murphy, Publications Manager, was critical to the meeting of deadlines on this project. Their patience and dedication was integral. We can truly say that Deb gave birth to two bundles of joy during this project, and her skills as a coach, mentor, editor, and drill sergeant cannot be understated.

To all who had a hand in the completion of this book, we sincerely express our appreciation.

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Introduction

Since the establishment of the Certified Radiology Administrator (CRA) program in 2002, almost 700 members (at the time of this printing), have stepped forward to set themselves apart by obtaining the CRA designation. The Radiology Administration Certification Commission (RACC), a self-governing body designed to oversee and maintain the integrity of the program, continues to make phenomenal strides in making the CRA designation the coveted designation for medical imaging management professionals.

Now, more than ever, we continue to refine the resources needed to offer reference materials for all imaging administrators to refer to and learn from. Not only to achieve the CRA designation, but to enrich their knowledge base and expand the tools necessary to complete the tasks presented to them professionally. Nowhere is this more apparent than in the domain of human resource management, especially as it relates to medical imaging.

As with the other books in the AHRA professional development series, the authors of this text represent a wide cross section of medical imaging management professionals and other experts from freestanding and hospital affiliated imaging centers; academic, community and rural hospitals; and physician practices. Human resource management continues to be one of the more challenging aspects of the profession and, accordingly, this book addresses the needs of administrators regardless of the setting.

Section 1, Human Resource Planning, reviews the impact of legal precedent on human resource practice, the challenge of building a workforce plan, and creating descriptions for those working in the area.

Section 2, Human Resource Recruitment, discusses how to find talent, the development of solid strategy and timelines, selection of appropriate compensation, and the end of the employment cycle.

Section 3, Training and Development, presents the need for orientation and continued training, along with career development, guidance in providing effective performance feedback, and the roles of coach, counselor, and mentor.
Section 4, Retention, reviews how to build solid employee relations and retain talent, as well as the communication skills necessary to improve morale and motivate teams.

Finally, the Appendices give samples for employee handbooks and human resource policies that may be adapted for your particular facility.

Technology and efficiency will continue to evolve and make various settings more state of the art; however, the human element will continue to be integral to fulfilling the mission of every organization. Changing demographics and employment patterns will demand that medical imaging administrators develop skills and expertise, along with confidence in their ability to manage an ever changing constant in the workplace—human interaction. *Human Resource Management in Radiology* is a most important tool for the medical imaging management professional and will continue to be a significant resource for the future of the profession.

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