

Human Resource Management in Radiology

Second Edition

ahra

Copyright © 2016 by AHRA: The Association for Medical Imaging Management

All rights reserved.

ISBN-10: 0963417681

ISBN-13: 9780963417688

Library of Congress Control Number: 2016939033

AHRA grants permission for photocopying for limited personal or internal use. This consent does not extend to other kinds of copying, such as copying for general distribution, for advertising or promotional purposes, for creating new collective works, or for resale. For information, address AHRA, 490-B Boston Post Road, Sudbury, MA 01776.

Orders and Customer Service: (800) 334-2472 or www.ahraonline.org

AHRA is the premier association for imaging professionals. Since 1973, the organization has led the industry in information, education, and professional support. Its programs—including its journal, *Radiology Management*; conferences; publications; and annual meeting and exposition—establish standards of excellence throughout the profession. In addition, AHRA's Certified Radiology Administrator (CRA) program is the first and only professional credential tailored specifically for radiology administrators. The CRA is designed to elevate professional standards, enhance individual performance, and recognize administrators who demonstrate knowledge essential to the practice of radiology management. The AHRA Education Foundation supports the membership and radiology professionals in the US and abroad by granting scholarships and conducting research that enhance the effectiveness of imaging and healthcare disciplines.

Contents

| | |
|--------------------------------------------------------------------|---------|
| <i>Acknowledgments</i> | iv |
| <i>Introduction</i> | v |
| <i>Editors</i> | vii |
| <i>Contributors</i> | viii |
| <i>Reviewers</i> | xii |
| Section 1: Planning | |
| 1. Employment Law | 3 |
| 2. Workforce Planning | 17 |
| 3. Job Descriptions | 33 |
| Section 2: Recruitment | |
| 4. Find the Talent | 43 |
| 5. Recruitment Strategy, Plan, and Timeline | 61 |
| 6. Talent Selection | 71 |
| 7. Compensation | 87 |
| Section 3: Managing, Training, and Developing Employees | |
| 8. Employee Orientation and Training | 111 |
| 9. Career Development | 137 |
| 10. Appraise and Improve Performance | 151 |
| 11. Coaching, Counseling, and Mentoring | 173 |
| 12. Conflict and Ending Employment | 191 |
| Section 4: Retention | |
| 13. Employee Relations and Retention | 209 |
| 14. Improve Morale and Provide Motivation | 227 |
| Appendices | |
| I. The Employee Handbook | 245 |
| II. Human Resource Policies | 249 |
| Index | 259 |

Acknowledgments

A project of this magnitude succeeds only because of the many people who have given their time and talent to ensure that a quality product is made available to AHRA members. We would especially like to thank AGFA HealthCare for their generous gift to help this resource become a reality. We would also like to thank those members who became authors, on both the first edition and this second edition, for offering their knowledge and expertise as they wrote and rewrote content. In addition to the authors, we would also like to thank the reviewers who gave us invaluable feedback. Finally, we would like to thank the AHRA staff, especially Kerri Hart-Morris, for their hard work, dedication, and gentle reminders of deadlines to make this project happen. We could not have done it without you.

Marcy P. Rushford, MBA, CRA, FACHE
Laurence Andrew Weinreich, BAS, CRA, RT(R)



Introduction

Since the inception of the Certified Radiology Administrator (CRA) credential in 2002, AHRA: The Association for Medical Imaging Management, the preeminent organization for leaders in medical imaging management, has strived to develop educational materials in support of imaging administration. The AHRA Professional Development book series covers all the domains of the CRA exam: *Financial Management in Radiology*, *Operations Management in Radiology*, *Communication & Information Management in Radiology*, *Human Resource Management in Radiology*, and *Asset Management in Radiology*. The first edition of the human resource book was produced in 2008, and this second edition continues the tradition of addressing material in depth to aid the continuing education of the imaging administrator. With a healthcare climate that is ever changing, updating the material to be more in line with current practices was necessary to keep those in the industry positioned to be the best leaders possible.

The authors and reviewers of this book represent a cross section of today's imaging profession, including academic medical centers, community and rural hospitals, freestanding imaging centers, and private enterprise. This range of experience allows a broad perspective of ideas and expertise.

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 I, 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 II, Recruitment, discusses how to find talent, the development of solid strategy and timelines, interviewing techniques, and selection of appropriate compensation.

Section III, Managing, Training, and Developing Employees, presents the need for orientation and continued training; along with career development; guidance in

providing effective performance feedback; the roles of coach, counselor, and mentor; and finally, how to manage conflict and the end of the employment cycle.

Section IV, Retention, reviews how to build solid employee relations and retain talent, and 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 skill and expertise, along with confidence in their ability to manage an ever changing constant in the workplace—human interaction. *Human Resource Management in Radiology*, second edition 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.

Editors

Marcy Rushford, MBA, CRA, FACHE, RDMS, RT(R)(M)

Director, Imaging

Catholic Medical Center

Manchester, New Hampshire

Marcy Rushford is the administrative director of imaging at Catholic Medical Center in Manchester, NH. She has more than 25 years of experience in imaging, of which 16 are in management. Mrs. Rushford received a bachelor of science degree from Johnson State College in Johnson, VT, as well as a master of business administration from St. Joseph's College of Maine in Standish, ME. She is an active member of the AHRA, American College of Healthcare Executives (where she also holds a Fellowship), and the New England Radiology Managers Association, and is a CRA. She is also certified by the ARDMS in OB/GYN, abdomen, and neuro-sonography, and holds certifications from the ARRT in radiology and mammography.

Laurence A. Weinreich, BAS, CRA, RT(R)

Director of Radiology, EVS, and Hospital Safety Officer

Forest Park Medical Center San Antonio

San Antonio, Texas

Laurence Weinreich is the director of radiology and environmental services at Forest Park Medical Center San Antonio, as well as hospital safety officer and the hospital RSO. He has more than 31 years of experience in imaging, of which 15 are in management. Mr. Weinreich trained in the U.S. Air Force as a radiology technologist, and retired from the U.S. Navy reserves as a corpsman. He received a bachelor of applied arts in radiology with a minor in healthcare management from Siena Heights University in Adrian, MI. Mr. Weinreich is pursuing his master of arts in healthcare leadership from Siena Heights University. He is an active member of the AHRA and is a CRA. Mr. Weinreich participated on the AHRA Spring Conference Design Team in 2014 and 2015. He is also certified by the ARRT in radiology.

Contributors

Lori Ann Burns, RT(R)(M)

Manager of MRI Services
Holy Name Medical Center
Teaneck, New Jersey

Lori Ann Burns is the manager of MRI services at Holy Name Medical Center. She has over 25 years of experience in both hospital and outpatient settings as a technologist and as a supervisor. She graduated from Hackensack Medical Center School of Radiography in 1988. Ms. Burns is a very active member of the AHRA and has served two terms as Chair of the Education Foundation Board of Directors. She has written articles for the *Link*, volunteered at Annual Meetings, and served on numerous committees. She was an Annual Meeting Design Team member from 2007–2009 and is a member of the AHRA Northeast Group.

Daniel DiPaola, MS, RT(R), CRA

Stamford Hospital
Stamford, Connecticut

Daniel DiPaola has been involved in radiology for over fifteen years including positions as chief technologist and Epic product manager. His responsibilities included managing the Epic-Cupid EMR build at a major New York medical center, as well as overseeing MRI, CT, diagnostic imaging, special procedures, nuclear medicine, and ultrasound modalities. In addition, he has been a clinical PACS administrator. Mr. DiPaola received his bachelor of science degree from Columbia University and his master of science degree from Thomas Jefferson University. He is a founding member of the AHRA Northeast Group. He has been a contributing editor for several chapters in the AHRA Professional Development Series. He has also authored a peer reviewed feature article for *Radiology Management*.

John P. Halligan, CRA, RT(R)(CT)

Administrative Director
Hudson Valley Imaging
New Windsor, New York

John Halligan is the administrative director at Hudson Valley Imaging. He has over 25 years of experience in both hospital and outpatient settings as a technolo-

gist and as a manager in positions of progressive responsibility. Mr. Halligan is a graduate of the Englewood Hospital School of Radiography. He became a CRA in 2013, and has written about the experience of becoming a CRA for *Link*. He is an active member of the AHRA and is a member of the AHRA Northeast Group. He was a contributor to the *Communication and Information Management in Radiology*, second edition textbook and is a contributing CRA exam item writer. Mr. Halligan would like to dedicate his work on this project to the memory of AHRA Northeast Group founding member, Viviana Ruscitto, MBA, CRA.

Carla M. Knisley, MBA, CRA, (RT)(R)(MR)

Medical Imaging Manager
OhioHealth Neighborhood Care
Columbus, Ohio

Carla Knisley is one of the imaging managers for the ambulatory division of OhioHealth in Columbus, Ohio. She has worked in the medical imaging field for 16 years with a technical background in general radiography and MRI. Ms. Knisley has held leadership positions at Premier Health Partners in Dayton, OH, as well as her role at OhioHealth. She holds a master's degree in business administration, a baccalaureate degree in healthcare management, with a minor in human resource management, and an associate's degree in applied science – radiologic technology. Ms. Knisley became a CRA in 2014 and is an AHRA Annual Meeting speaker.

Becky Lamberth, MJ, MS, CRA, FAHRA, RT(R)(MR)

Director of Radiology
Methodist Dallas Medical Center
Dallas, Texas

Becky Lamberth has 24 years of healthcare experience in a variety of positions in both hospital and outpatient environments. Ms. Lamberth completed her bachelor of science and a master of science in healthcare administration from Midwestern State University, as well as a master of jurisprudence in healthcare law from Loyola University-Chicago. She is a member of AHRA, participated on the AHRA Annual Meeting Design Team from 2008-2009, served as the Annual Meeting Design Team Chair in 2010, and was a member of the Editorial Review Board for *Radiology Management* from 2009–2012. She has published and presented for AHRA, as well as lectured at several local society meetings and universities. Ms. Lamberth is pursuing her EdD in transformational leadership from Concordia University-Portland.

Peter C. McCormack, MHSA, RT(R), CRA

Director of Radiology & Radiation Oncology
Physicians for Healthy Hospitals
Hemet, California

Peter C. McCormack is the director of radiology and radiation oncology at Physicians for Health Hospitals, a community-based hospital system in Hemet, CA. Mr. McCormack obtained a bachelor of science degree in radiologic sciences from the University of Central Florida, Orlando and a master of science degree in health services administration at Nova Southeastern University, Ft. Lauderdale, FL. He has over 30 years of experience in radiology management in both group practice and hospital (academic and community) settings. Mr. McCormack is an active member of AHRA and holds the CRA credential.

Kimlyn N. Queen, MSM, FAHRA, CRA, RT(R)(CT)(MR)

Regional Director of Business Operations Heart & Vascular Services – North Market
OhioHealth/Marion General Hospital
Marion, Ohio

Kimlyn N. (Sorrell) Queen is the regional director of business operations heart & vascular services – north market for OhioHealth Marion General Hospital. She received a bachelor's degree in business administration and a master of science in management from Mount Vernon Nazarene University in Mount Vernon, OH. She received a master certificate in six sigma – healthcare from Villanova University. She received the distinguished honor of Manager of the Year in 2006 from Marion General Hospital. Ms. Queen has 26 years of experience in radiology services, 16 of which have been in radiology management and healthcare administration. She was a contributing author for *Asset Management in Radiology* and an editor for *Financial Management in Radiology*, second edition, and has written articles for *Radiology Management* and *Link*. Ms. Queen has served on the AHRA Board of Directors, the AHRA Editorial Review Board, and the Radiology Administration Certification Commission (RACC).

Jacqui Rose, CRA, FAHRA, MBA, RT(R)

Director of Medical Imaging and Telecommunications
Upper Valley Medical Center
Troy, Ohio

Jacqui is the director of medical imaging and telecommunications at Upper Valley Medical Center in Troy, which is part of Premier Health, headquartered in Dayton, OH. She has been in the imaging field since completion of a bachelor's degree and clinical training at The Ohio State University in 1988, with a majority of these years

in administration. She completed a master's degree in business administration in 1998 from the University of Dayton in Ohio. Ms. Rose is a CRA and achieved her FAHRA in 2013. She has served on many AHRA committees including the AHRA Board of Directors.

Jason Scott, MBA, CRA, FAHRA, RT(R)(MR)

Chief Patient Experience Officer

Director, Imaging/Pulmonary/Neurodiagnostics/Wound Care

Witham Health Services

Lebanon, Indiana

Jason Scott is the chief patient experience officer and director of imaging/pulmonary/neurodiagnostics/wound care at Witham Health Services in Lebanon, IN. Mr. Scott graduated from Indiana University with an associate's degree in radiography and a bachelor's degree in medical imaging technology. He also holds a master of business administration-health care specialization from Indiana Wesleyan University and is a CRA. Mr. Scott's activities include serving on the Editorial Review Board, Fall Conference and Annual Meeting Design Teams, and Membership Committee, among others. He has authored numerous *Link* and *Radiology Management* articles, winning the *Radiology Management* Outstanding Article Award in 2013. He has spoken at various AHRA conferences and is an AHRA Fellow. Mr. Scott has also served as the AHRA liaison for the Joint Review Committee on Education in Radiologic Technology, and volunteered with his area Boys and Girls Club, and his local Chamber of Commerce.

Reviewers

Ricky N. Arbuckle, CRA, BS, RT(R)(CV) Amy Hollis

Ronald Becker, CRA

Sherry A. Hosty, BS, CRA, RT(R)(M)

Deborah Berg, CRA

Chol Kim, BSc, CRA

Isabel Breen, PhD, RT(N)

Rhonda Mayorga, CRA

***Catherine R. Burke, BS, CRA, RT(R)
(CT)(MR)***

Jeanett Montes, PhD

Curtis R. Bush, FACHE, MBA, CRA

Timothy Moore, BS, RT(R)(MR)

Tina R. Crain, CRA

Enrico M. Perez, CRA, FAHRA

***Nicholas G. Gimmi, MHA, CRA, BS,
RT(R)(CT)***

Constance Stone

Michael A. Walton, MBA, CRA

Nilsa M. Guzman-Seijo, CRA

Daniel L. Whitt, BS, CRA

Wesley D. Harden, BS, CRA