



**RLI COMMON BODY OF KNOWLEDGE™
(RLI CBK™)**

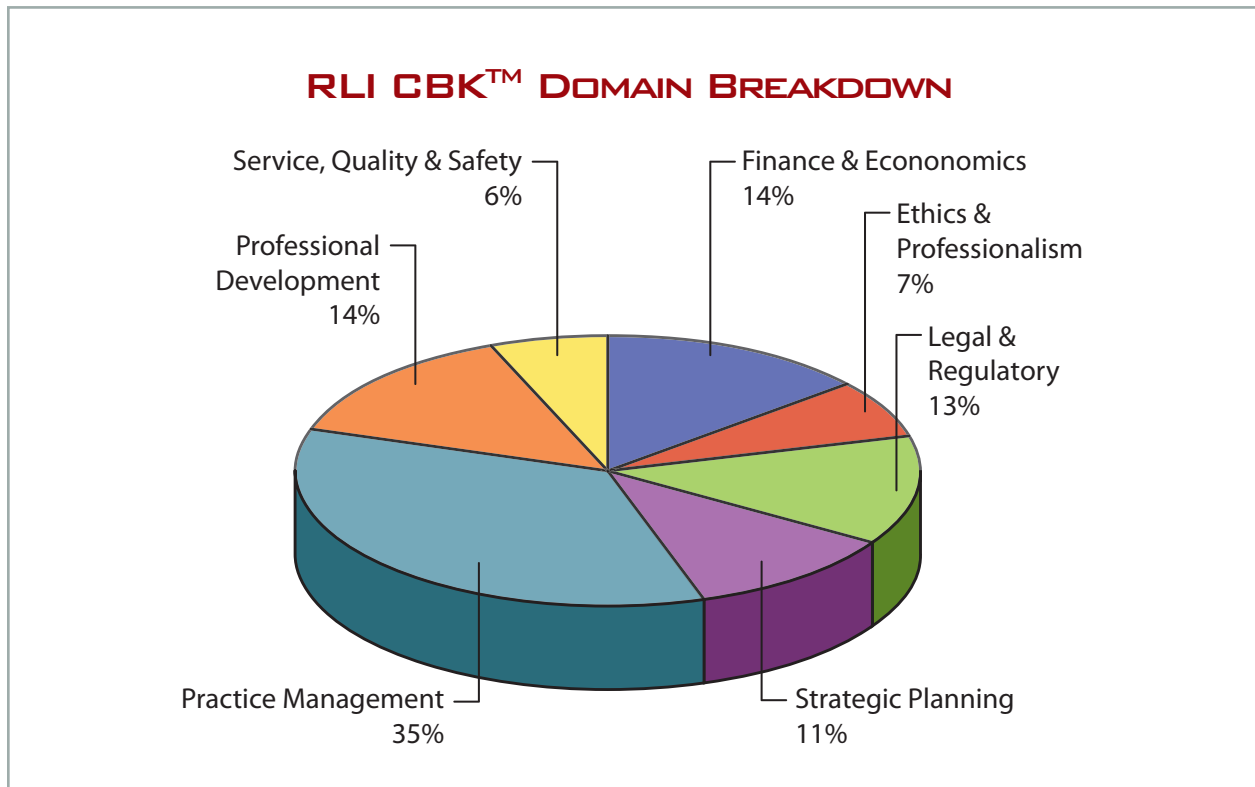
09.03.12

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The RLI CBK™ is a taxonomy of relevant and important competencies required for effective leadership in the radiology industry and underpins all RLI educational programming. The RLI CBK is the result of two years of exhaustive research into business school, medical, and corporate leadership programs; interviews of dozens of private practice and academic radiology leaders and business managers; surveys of hundreds of radiologists in diverse practice settings; and extensive vetting by the most respected and experienced radiology and business leaders in the US. The RLI CBK is presented in two distinct views: 1) by content domain (i.e., by related subject matter) and 2) by RLI level and then by domain.

The RLI CBK contains the radiology leadership competencies grouped into seven content areas, or domains, deemed to be critical to the performance of leadership roles in the field of radiology. Competencies are defined as skills, knowledge, or behaviors that radiology leaders must achieve. The emphasis on each domain is related to the number of competencies associated with it. Major domain selection is rooted in the expert opinion of radiology leaders and extensive research. The competencies comprising each domain of the RLI CBK are further ordered into sub-topics to facilitate the grouping of related competencies. The RLI CBK is regularly reviewed for substance and relevance to current radiology leadership by the RLI Board of Directors.



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RLI CBK™ COMPETENCIES BY DOMAIN

1. FINANCE AND ECONOMICS

1.1. *Micro- and Macroeconomic Principles*

- 1.1.1. Articulate the fundamental economic forces of supply, demand, and competition in a radiology environment
- 1.1.2. Describe the impact of capacity constraints and other economic forces in the practice of radiology
- 1.1.3. Identify the methods and economics of private practice and academic radiologist compensation
- 1.1.4. Identify and evaluate practice income diversification and expense reduction opportunities
- 1.1.5. Describe the economic forces that drive commoditization and de-commoditization of radiology-related services
- 1.1.6. Articulate how the economics of government reimbursement systems, third party payers, and non-traditional payment models impact radiology
- 1.1.7. Understand how concepts of entrepreneurship, including joint ventures and practice initiated opportunities, as well as investor capitalism grow a radiology business

1.2. *Financial Management*

- 1.2.1. Demonstrate knowledge of financial planning and decision-making principles
- 1.2.2. Identify how and where to get radiology-specific financial information
- 1.2.3. Articulate financial management concepts pertinent to radiology including accounts receivables, cash flow, net collection percentage, gross collection percentage, net present value, EBIDTA, financial performance ratios, and leverage
- 1.2.4. Identify business factors that distinguish good from great financial performance in a radiology practice
- 1.2.5. Apply concepts of financial valuation methods with the potential sale or acquisition of an imaging center or practice
- 1.2.6. Articulate the various models and considerations for pricing and payment, including contractual and payment adjustments
- 1.2.7. Apply and interpret various financial forecasting models
- 1.2.8. Articulate the value of capital analysis and capital decision making as applied to practice investment
- 1.2.9. Conduct an analysis of financial risks and returns

- 1.2.10. Understand and analyze the financial data that radiology leaders should evaluate on a regular basis

1.3. *Financial and Cost Accounting*

- 1.3.1. Implement financial and capital budgeting processes appropriate to radiology departments and practices
- 1.3.2. Perform a cash flow analysis and rate of return analysis
- 1.3.3. Conduct variance analysis, ratio analysis, and demonstrate knowledge of basic accounting rules
- 1.3.4. Demonstrate knowledge of health care cost drivers as applicable to radiology
- 1.3.5. Interpret and analyze basic financial statements, including balance sheets, profit and loss statements, and income and retained earnings statements

2. ETHICS AND PROFESSIONALISM

2.1. *Important Concepts*

- 2.1.1. Articulate the ethical and professional principles fundamental to radiology practices
- 2.1.2. Describe how the embodiment of quality and service are integral to commitment to the specialty
- 2.1.3. Understand the duties and responsibilities of being an active and engaged member of the practice and the greater community
- 2.1.4. Articulate the role of professional radiology societies in supporting members and their practices to fulfill their professional responsibilities
- 2.1.5. Articulate the impact of philanthropic efforts in radiology
- 2.1.6. Articulate the duties and obligations implicit in social responsibility

2.2. *Application of Concepts*

- 2.2.1. Analyze how the culture of radiology impacts the ethics of business transactions
- 2.2.2. Apply appropriate methods to address interpersonal challenges with professional colleagues and coworkers
- 2.2.3. Implement processes to build a professional culture
- 2.2.4. Demonstrate knowledge of the responsibilities of governance
- 2.2.5. Describe the impact that internal practice policies, such as time off to participate in national societies, PACS participation, etc., have on the broader practice of radiology

3. LEGAL AND REGULATORY

3.1. *Contractual Relationships*

- 3.1.1. Describe the core components and principles of legal contracts
- 3.1.2. Articulate types of employment arrangements and other non-traditional work models
- 3.1.3. Evaluate a contract between radiology practices and hospitals
- 3.1.4. Evaluate a contract between radiology practices and their members
- 3.1.5. Describe how the culture of radiology impacts the legal aspects of business transactions
- 3.1.6. Articulate the legal guidelines and boundaries of government and third-party payer systems, as well as emerging organizational structures

3.2. *Policies and Procedures*

- 3.2.1. Understand and comply with legal, regulatory, and policy requirements radiology leaders need to know, including matters such as medical and family leave, sexual harassment, and what conditions may constitute a hostile work environment
- 3.2.2. Understand the major principles of Association Bylaws, Physician Associations, tax-exempt organizations, joint ventures, under arrangements, and other legal relationships relevant to radiology groups
- 3.2.3. Articulate the consequences of breaches of practice policies
- 3.2.4. Identify legal and various policy trends impacting hospital-radiology practice relationships
- 3.2.5. Develop appropriate structures for partial retirement and other alternative work arrangements
- 3.2.6. Articulate how health-care reform legislation affects radiology
- 3.2.8. Describe the legalities of supporting radiology-specific political action committees
- 3.2.9. Evaluate the impact of practice policies and policy enforcement on medical liability and malpractice
- 3.2.10. Describe the legal impact of utilization management policies: decision support systems, computerized physician order entry, and radiology benefit managers
- 3.2.11. Articulate the legal restrictions on self-referral and self-dealing
- 3.2.12. Articulate the legal and policy requirements affecting how radiology practices interact with non-physician professionals (i.e., RAs, PAs, NPs)

- 3.2.13. Understand and apply basic legal concepts germane to labor relations in a practice
- 3.2.14. Assess the impact of evidence-based imaging utilization and protocol policies (i.e., Appropriateness Criteria™, clinical decision support systems, etc.)

4. STRATEGIC PLANNING

4.1. *Components and Methods*

- 4.1.1. Articulate the important strategic principles relevant to a radiology practice and understand how they can be implemented
- 4.1.2. Understand the importance and role of the strategic planning process
- 4.1.3. Articulate the principles and applications of scenario planning
- 4.1.4. Describe the principles of succession planning
- 4.1.6. Understand the process and purpose for developing mission and vision statements
- 4.1.7. Demonstrate the ability to develop short- and long-term business plans
- 4.1.8. Articulate the role of strategic influence and persuasion
- 4.1.9. Develop strategies for leveraging a practice's intellectual property
- 4.1.10. Understand and apply concepts of change management

4.2. *Environmental Factors*

- 4.2.1. Analyze trends in radiology and describe their likely implications for the future of the profession
- 4.2.2. Articulate how health-care reform initiatives impact business strategies in both private practice and academia
- 4.2.3. Evaluate the strategic impact of various forms of mergers, aggregations, and other business affiliations
- 4.2.4. Understand the importance of financing and supporting radiology teaching and research missions
- 4.2.5. Articulate how new and evolving organizational structures, such as accountable care organizations and medical homes, will impact the delivery of medical imaging services
- 4.2.6. Evaluate the implications of non-radiologist medical imaging on practice strategy
- 4.2.7. Articulate the added value and core strategic advantage of a strong radiology department to a hospital's overall competitive position
- 4.2.8. Articulate strategies for financing and supporting the radiology teaching and research missions

5. PRACTICE MANAGEMENT

5.1. *Operations Management*

- 5.1.1. Describe how to conduct an effective and productive meeting
- 5.1.2. Understand how to develop an effective and comprehensive business plan
- 5.1.3. Discuss how to effectively delegate tasks and workflows
- 5.1.4. Describe how to effectively integrate and manage the virtual radiology practice
- 5.1.5. Implement effective mechanisms of standardization (i.e., imaging protocols, best practices, quality/safety procedures) within a radiology operation
- 5.1.6. Employ methodologies for optimal supply chain management
- 5.1.7. Utilize business statistics and tools to perform data analyses to support strategic and management decision making
- 5.1.8. Apply the principles of project management to enhance the operational efficiency of a practice
- 5.1.9. Articulate the basic steps comprising the change process
- 5.1.10. Apply principles of governance to optimize the operations of a radiology practice or department
- 5.1.11. Articulate and apply the principles of business negotiation to all contractual relationships
- 5.1.12. Analyze and articulate the non-economic factors that make a practice successful
- 5.1.14. Describe methods of productivity measurement and management and the advantages and drawbacks of each
- 5.1.15. Understand the process and operational implications of different forms of mergers, aggregations, and affiliations
- 5.1.16. Identify technology innovations and human capital improvements that elevate a practice to operational excellence
- 5.1.17. Implement processes for optimizing the transition of technology and process improvements from the lab or academic setting into practice use
- 5.1.18. Create organizational communication plans and identify important vs. mission-critical communications
- 5.1.19. Describe the operational impact of utilization management policies: decision support systems, computerized physician order entry, and radiology benefit managers
- 5.1.20. Select and apply metrics and key performance indicators to generate scorecards, benchmarks, and dashboards for radiology practices

- 5.1.21. Evaluate how the types of information and data available in a practice can be used to improve performance, and how optimizing IT infrastructure enables the application of enhanced informatics techniques to increase performance.
- 5.1.22. Articulate the key concepts in a request for proposal (RFP) document and prepare a response to an RFP

5.2. *Analysis and Decisions*

- 5.2.1. Articulate management concepts enabling effective decision-making processes pertinent to a radiology practice
- 5.2.2. Describe and apply the core principles of decision-making theory
- 5.2.3. Identify and assess the impact of operational and business trends in hospital-radiology relationships
- 5.2.4. Understand the role of market research and apply methodologies in the evaluation of business opportunities
- 5.2.5. Articulate the concepts behind rate of return, calculating breakeven point, return on investment, cost-benefit analysis, and forecasting
- 5.2.6. Apply the principles of root cause analysis to understand the origin and precedence of events, and employ that knowledge in decision making

5.3. *Human Resources and Organizational Behavior*

- 5.3.1. Operationalize mentorship, coaching, and manager modeling mechanisms within the organization
- 5.3.2. Articulate the types of call coverage options and their application in radiology practices
- 5.3.3. Identify how compensation policies, including incentive programs, for physicians and supporting professionals affect radiology practices
- 5.3.4. Articulate how human resources policies affect the hiring/promotion of individuals with appropriate skills and talents
- 5.3.5. Prepare appropriate job descriptions
- 5.3.6. Understand and apply the process for identifying and selecting the best candidates to fill organizational vacancies
- 5.3.7. Implement effective mechanisms for successfully resolving internal personnel conflicts
- 5.3.8. Acquire effective public speaking skills, and be able to utilize them within and outside of the workplace
- 5.3.9. Establish environments supporting effective teamwork and optimal group dynamics

- 5.3.10. Articulate the concepts of leadership theory and its application to practice management
- 5.3.11. Identify important skill sets needed by newly appointed leaders
- 5.3.12. Describe how internal and external factors influence the behavior of the organization
- 5.3.13. Articulate and apply the important principles behind managing and supporting workplace diversity, including matters pertaining to ethnicity, gender, age, veteran status, etc.
- 5.3.14. Articulate how to apply concepts that foster creativity, morale, motivation, and other drivers of human innovation
- 5.3.15. Establish effective techniques for evaluating clinical and non-clinical performance, recognizing good performance, correcting poor performance, and handling employee dismissals
- 5.3.16. Employ effective mechanisms for collecting performance feedback regarding the practice's physicians and key employees

5.4. *Marketing and Business Development*

- 5.4.1. Identify the fundamental components, principles, and tactics of marketing
- 5.4.2. Implement effective processes to measure quality and customer satisfaction
- 5.4.3. Develop or evaluate a marketing plan for a new business opportunity
- 5.4.4. Understand the opportunities and risks inherent in domestic and international business strategies, such as outsourcing call and specialty imaging reads

5.5. *Communication*

- 5.5.2. Understand the importance of delivering tailored messaging appropriate to the needs of the audience
- 5.5.3. Describe the emerging role of social media in health care
- 5.5.4. Apply effective business writing techniques
- 5.5.5. Articulate the concepts of effective communication including methods of delivering positive and negative information and the impact of non-verbal communication
- 5.5.7. Develop persuasive and influential communication skills

6. PROFESSIONAL DEVELOPMENT

6.1. *Core Principles*

- 6.1.1. Articulate professional development principles radiologists and radiology business executives need to know
- 6.1.2. Utilize mentorship opportunities both to gain experience and teach others
- 6.1.3. Demonstrate the core principles of personal leadership
- 6.1.4. Identify and apply lessons from the successes and failures of great leaders
- 6.1.5. Describe and understand the importance of quality metrics, and how they can be used to pursue continuous quality improvement, professional development, and quality patient care
- 6.1.6. Articulate and apply the principles of effective negotiation
- 6.1.7. Articulate how continuing medical education and maintenance of certification activities contribute to long-term professional advancement
- 6.1.8. Understand the principles of critical thinking and describe how they may apply to professional responsibilities
- 6.1.9. Describe the key principles behind self-motivation and behavioral change
- 6.1.10. Articulate and apply the principles of emotional intelligence

6.2. *Important Skills*

- 6.2.1. Effectively evaluate and negotiate a job offer
- 6.2.2. Establish an effective communication style and differentiate between important and critical communications
- 6.2.3. Deal with the problematic colleague to ensure the success of the organization
- 6.2.4. Understand and apply the psychology of persuasion to achieve organizational excellence
- 6.2.5. Develop professional habits to effectively prepare for leadership roles
- 6.2.6. Establish techniques for addressing competing priorities in radiology (i.e., teaching, research, and clinical work)
- 6.2.7. Develop techniques to manage stress effectively
- 6.2.9. Develop the skills to articulate a well-structured position to increase the likelihood of acceptance
- 6.2.10. Apply methods to manage practice politics constructively
- 6.2.11. Identify and encourage an appropriate work-life balance
- 6.2.12. Develop strategies for dealing and negotiating with senior-level management and executive administration

7. SERVICE, QUALITY, AND SAFETY

- 7.1. Articulate the importance of service to the profession of radiology
- 7.2. Articulate the value of service when negotiating hospital contracts
- 7.3. Describe the importance of accreditation programs in promoting quality and safety
- 7.4. Demonstrate the value of establishing a continuous quality assurance and/or quality improvement program
- 7.5. Demonstrate knowledge of the impact of utilization management on quality and safety
- 7.6. Articulate the patient safety impact of dose reduction efforts, such as “Image Gently,” “Image Wisely,” and other programs
- 7.7. Demonstrate knowledge and utilization of collective learning tools such as peer review, registries, and other quality initiatives
- 7.8. Develop appropriate policies to minimize medical errors and address problems should they occur
- 7.9. Understand and implement appropriate performance metrics and utilize them to continuously improve all aspects of service, quality and safety

RLI CBK™ COMPETENCIES BY LEVEL AND DOMAIN

LEVEL I – LEADERSHIP FUNDAMENTALS

- ***Finance & Economics***

- 1.3.5. Interpret and analyze basic financial statements, including balance sheets, profit and loss statements, and income and retained earnings statements

- ***Ethics and Professionalism***

- 2.1.1. Articulate the ethical and professional principles fundamental to radiology practices
- 2.1.2. Describe how the embodiment of quality and service are integral to commitment to the specialty
- 2.1.3. Understand the duties and responsibilities of being an active and engaged member of the practice and greater community

- ***Legal and Regulatory***

- 3.1.4. Evaluate a contract between radiology practices and their members

- ***Strategic Planning – No competencies in Level I***

- ***Practice Management – No competencies in Level I***

- ***Professional Development***

- 6.1.2. Utilize mentorship opportunities both to gain experience and teach others
- 6.1.4. Identify and apply lessons from the successes and failures of great leaders
- 6.1.5. Describe and understand the importance of quality metrics, and how they can be used to pursue continuous quality improvement, professional development, and quality patient care
- 6.1.7. Articulate how continuing medical education and maintenance of certification activities contribute to long-term professional advancement
- 6.1.8. Understand the principles of critical thinking and describe how they may apply to professional responsibilities
- 6.2.1. Effectively evaluate and negotiate a job offer
- 6.2.11. Identify and encourage an appropriate work-life balance

- ***Service, Safety and Quality***

- 7.1. Articulate the importance of service to the profession of radiology
- 7.7. Demonstrate knowledge and utilization of collective learning tools, such as peer review, registries, and other quality initiatives

LEVEL II – LEADERSHIP PROFICIENCY

- ***Finance and Economics***

- 1.1.1. Articulate the fundamental economic forces of supply, demand, and competition in a radiology environment
- 1.1.3. Identify the methods and economics of how private practice and academic radiologists are compensated
- 1.1.5. Describe the economic forces that drive commoditization and de-commoditization of radiology-related services
- 1.1.6. Articulate how the economics of government reimbursement systems, third-party payers, and non-traditional payment models affect radiology
- 1.2.1. Demonstrate knowledge of financial planning and decision-making principles
- 1.2.2. Identify how and where to get financial information germane to radiology
- 1.2.6. Articulate the various models and considerations for pricing and payment, including contractual and payment adjustments
- 1.3.1. Implement financial and capital budgeting processes appropriate to radiology departments and practices

- ***Ethics and Professionalism***

- 2.1.4. Articulate the role of professional radiology societies in supporting members and their practices in fulfilling their professional responsibilities
- 2.1.5. Articulate the impact of philanthropic efforts in radiology
- 2.2.2. Apply appropriate methods for addressing interpersonal challenges with professional colleagues and coworkers
- 2.2.5. Describe the impact that internal practice policies, such as time off to participate in national societies, PACS participation, etc., have on the broader practice of radiology

- ***Legal and Regulatory***

- 3.1.1. Describe the core components and principles of legal contracts
- 3.1.3. Evaluate a contract between radiology practices and hospitals
- 3.2.1. Understand and comply with legal, regulatory and policy requirements radiology leaders need to know, including matters such as medical and family leave, sexual harassment, and what conditions may constitute a hostile work environment

- 3.2.3. Articulate the consequences of breaches of practice policies
- 3.2.4. Identify legal and various policy trends impacting hospital-radiology practice relationships
- 3.2.8. Describe the legalities of supporting radiology-specific Political Action Committees

- ***Strategic Planning***

- 4.1.2. Understand the importance and role of the strategic planning process
- 4.1.6. Understand the process and purpose for developing mission and vision statements

- ***Practice Management***

- 5.1.1. Describe how to conduct an effective and productive meeting
- 5.1.2. Understand how to develop an effective and comprehensive business plan
- 5.1.12. Analyze and articulate the non-economic factors that make a practice successful
- 5.1.21. Evaluate how the types of information and data available in a practice can be used to improve performance, and how optimizing IT infrastructure enables the application of enhanced informatics techniques for further increasing performance.
- 5.3.2. Articulate the types of call coverage options and their application in radiology practices
- 5.3.3. Identify how compensation policies, including incentive programs, for physicians and supporting professionals impact radiology practices
- 5.3.16. Employ effective mechanisms for collecting performance feedback regarding the practice's physicians and key employees
- 5.4.1. Identify the fundamental components, principles, and tactics of marketing
- 5.4.2. Implement effective processes to measure quality and customer satisfaction
- 5.5.2. Understand the importance of delivering tailored messaging appropriate to the needs of the audience
- 5.5.3. Describe the emerging role of social media in health care
- 5.5.4. Apply effective business writing techniques
- 5.5.5. Articulate the concepts of effective communication including the methods of delivering positive and negative information, including the impact of non-verbal communication

- ***Professional Development***

- 6.1.1. Articulate professional development principles radiologists and radiology business executives need to know
- 6.1.3. Demonstrate the core principles of personal leadership
- 6.1.9. Describe the key principles behind personal motivation and behavioral change
- 6.2.2. Establish an effective communication style and differentiate between important and critical communications
- 6.2.5. Develop professional habits to effectively prepare for leadership roles
- 6.2.6. Establish techniques for addressing competing priorities in radiology (i.e., teaching, research, and clinical work)
- 6.2.7. Develop techniques to manage stress effectively
- 6.2.9. Develop the skills to articulate a well-structured position to increase the likelihood of acceptance
- 6.2.10. Apply methods to manage practice politics constructively

- ***Service, Safety and Quality***

- 7.8. Develop appropriate policies to minimize medical errors and address problems should they occur
- 7.9. Understand and implement appropriate performance metrics and utilize them to continuously improve all aspects of service, quality and safety

LEVEL III – ADVANCED LEADERSHIP PROFICIENCY

- ***Finance and Economics***

- 1.1.2. Describe the impact of capacity, constraints, and other economic forces in the practice of radiology
- 1.1.4. Identify and evaluate practice income diversification and expense reduction opportunities
- 1.1.7. Understand how the concepts of entrepreneurship, including joint ventures and practice initiated opportunities, as well as investor capitalism may be utilized to grow a radiology business
- 1.2.3. Articulate financial management concepts pertinent to radiology including accounts receivables, cash flow, net collection percentage, gross collection percentage, net present value, EBITDA, financial performance ratios, and leverage
- 1.2.4. Identify business factors that distinguish good from great financial performance of a radiology practice
- 1.2.5. Apply concepts of financial valuation methods in connection with the potential sale or acquisition of an imaging center or practice
- 1.2.8. Articulate the value of capital analysis and capital decision making, as applied to practice investment
- 1.2.9. Conduct an analysis of financial risks and returns
- 1.2.10. Understand and analyze the financial data that radiology leaders should evaluate on a regular basis

- ***Ethics and Professionalism***

- 2.2.4. Demonstrate knowledge of the responsibilities of governance

- ***Legal and Regulatory***

- 3.1.6. Articulate the legal guidelines and boundaries of government and third-party payor systems, as well as emerging organizational structures
- 3.2.2. Understand the major principles of Association Bylaws, Physician Associations, tax exempt organizations, joint ventures, under arrangements, and other legal relationships relevant to radiology groups
- 3.2.5. Develop appropriate structures for partial retirement and other alternative work arrangements
- 3.2.6. Articulate how health care reform legislation impacts radiology

- 3.2.9. Evaluate the impact of practice policies and policy enforcement on medical liability and malpractice
- 3.2.11. Articulate the legal restrictions on self-referral and self-dealing
- 3.2.12. Articulate the legal and policy requirements affecting how radiology practices interact with non-physician professionals (i.e., RAs, PAs, NPs)

- ***Strategic Planning***

- 4.1.1. Articulate the important strategic principles relevant to a radiology practice and understand how they can be implemented
- 4.1.4. Describe the principles of succession planning
- 4.1.7. Demonstrate the ability to develop short- and long-term business plans
- 4.2.1. Analyze trends in radiology and describe their likely implications for the future of the profession
- 4.2.2. Articulate how health care reform initiatives impact business strategies in both private practice and academia
- 4.2.6. Evaluate the implications of non-radiologist medical imaging on practice strategy
- 4.2.7. Articulate the added value and core strategic advantage of a strong radiology department to a hospital's overall competitive position
- 4.2.8. Understand the importance of financing and supporting the radiology teaching and research missions

- ***Practice Management***

- 5.1.3. Discuss how to effectively delegate tasks and workflows
- 5.1.4. Describe how to effectively integrate and manage the virtual radiology practice
- 5.1.5. Implement effective mechanisms of standardization (i.e. imaging protocols, best practices, quality/safety procedures) within a radiology operation
- 5.1.7. Utilize business statistics and tools to perform data analyses to support management and strategic decision making
- 5.1.14. Describe the methods of productivity measurement and management and the advantages and drawbacks of each
- 5.1.16. Identify technology innovations and human capital improvements that elevate a practice to operational excellence
- 5.1.17. Implement processes for optimizing the transition of technology and process improvements from the lab or academic setting into practice use

- 5.1.18. Create organizational communication plans and identify important vs. mission-critical communications
- 5.1.19. Describe the operational impact of utilization management policies: decision support systems, computerized physician order entry, and radiology benefit managers
- 5.1.20. Select and apply metrics and key performance indicators to generate scorecards, benchmarks and dashboards for radiology practices
- 5.1.22. Articulate the key concepts in a Request for Proposals (RFP) document and prepare a response to an RFP
- 5.2.1. Articulate management concepts enabling effective decision-making processes pertinent to a radiology practice
- 5.2.2. Describe and apply the core principles of decision-making theory
- 5.2.3. Identify and assess the impact of operational and business trends in hospital-radiology relationships
- 5.2.4. Understand the role of market research and apply methodologies in the evaluation of business opportunities
- 5.2.5. Articulate the concepts behind rate of return, calculating breakeven point, return on investment, cost-benefit analysis, and forecasting
- 5.2.6. Apply the principles of root cause analysis to understand the origin and precedence of events, and employ that knowledge in decision making
- 5.3.4. Articulate how human resources policies impact the hiring/promotion of individuals with appropriate skills and talents
- 5.3.5. Prepare appropriate job descriptions
- 5.3.6. Understand and apply the process for identifying and selecting the best candidates to fill organizational vacancies
- 5.3.7. Implement effective mechanisms for successfully resolving internal personnel conflicts
- 5.3.8. Acquire effective public speaking skills, and be able to utilize them within and outside of the workplace
- 5.3.9. Establish environments supporting effective teamwork and optimal group dynamics
- 5.3.10. Articulate the concepts of leadership theory and its application to practice management
- 5.3.11. Identify important skill sets needed by newly appointed leaders

- 5.3.12. Describe how internal and external factors influence the behavior of the organization
- 5.3.13. Articulate and apply the important principles behind managing and supporting workplace diversity, including matters pertaining to ethnicity, gender, age, veteran status, etc.
- 5.3.14. Articulate how to apply concepts that foster creativity, morale, motivation, and other drivers of human innovation
- 5.3.15. Establish effective techniques for evaluating clinical and non-clinical performance, recognizing good performance, correcting poor performance, and handling employee dismissals
- 5.4.3. Develop or evaluate a marketing plan for a new business opportunity
- 5.5.7. Develop skills of effective persuasion and influence

- ***Professional Development***

- 6.1.6. Articulate and apply the principles of effective negotiation
- 6.1.10. Articulate and apply the principles of emotional intelligence
- 6.2.3. Deal with the problematic colleague to ensure the success of the organization
- 6.2.4. Understand and apply the psychology of persuasion to achieve organizational excellence
- 6.2.12. Develop strategies for dealing and negotiating with senior-level management and executive administration

- ***Service, Safety and Quality***

- 7.2. Articulate the value of service when negotiating hospital contracts
- 7.3. Describe the importance of accreditation programs in promoting quality and safety

LEVEL IV – LEADERSHIP MASTERY

- ***Finance and Economics***

- 1.2.7. Apply and interpret various financial forecasting models
- 1.3.2. Perform a cash flow analysis and rate of return analysis
- 1.3.3. Conduct variance analysis, ratio analysis, and demonstrate knowledge of basic accounting rules
- 1.3.4. Demonstrate knowledge of health care cost drivers as applicable to radiology

- ***Ethics and Professionalism***

- 2.1.6. Articulate the duties and obligations implicit to social responsibility
- 2.2.1. Analyze how the culture of radiology impacts the ethics of business transactions
- 2.2.3. Implement processes for building a professional culture

- ***Legal and Regulatory***

- 3.1.2. Articulate types of employment arrangements and other non-traditional work models
- 3.1.5. Describe how the culture of radiology impacts the legal aspects of business transactions
- 3.2.10. Describe the legal impact of utilization management policies: decision support systems, computerized physician order entry, and radiology benefit managers
- 3.2.13. Understand and apply the basic legal concepts germane to labor relations in a practice
- 3.2.14. Assess the impact of evidence-based imaging utilization and protocol policies (i.e., Appropriateness Criteria, Clinical Decision Support Systems, etc.)

- ***Strategic Planning***

- 4.1.3. Articulate the principles and applications of scenario planning
- 4.1.8. Articulate the role of strategic influence and persuasion
- 4.1.9. Develop strategies for leveraging a practice's intellectual property
- 4.1.10. Understand and apply concepts of Change Management
- 4.2.3. Evaluate the strategic impact of various forms of mergers, aggregations, and other business affiliations
- 4.2.4. Articulate strategies for financing and supporting the radiology teaching and research missions

- 4.2.5. Articulate how new and evolving organizational structures, such as accountable care organizations and medical homes, will impact the delivery of medical imaging services

- ***Practice Management***
 - 5.1.6. Employ methodologies for optimal supply chain management
 - 5.1.8. Apply the principles of project management to enhance the operational efficiency of a practice
 - 5.1.9. Articulate the basic steps comprising the change process
 - 5.1.10. Apply principles of governance to optimize the operations of a radiology practice or department
 - 5.1.11. Articulate and apply the principles of business negotiation to all contractual relationships
 - 5.1.15. Understand the process and operational implications of different forms of mergers, aggregations, and affiliations
 - 5.3.1. Operationalize mentorship, coaching, and manager modeling mechanisms within the organization
 - 5.4.4. Understand the opportunities and risks inherent in domestic and international business strategies, such as outsourcing call and specialty imaging reads

- ***Professional Development – No competencies in Level IV***

- ***Service, Safety and Quality***
 - 7.4. Demonstrate the value of establishing a continuous quality assurance and/or quality improvement program
 - 7.5. Demonstrate knowledge of the impact of utilization management on quality and safety
 - 7.6. Articulate the patient safety impact of dose reduction efforts, such as “Image Gently,” “Image Wisely,” and other programs