Chapter 6

Radiology Administration

Objectives

1. Provide an overview of the administration of a hospital radiology department and the structure of hospital organization.
2. Describe how the radiology department fits into and complements the hospital environment.
3. Understand the role of the radiology administrator.
4. Describe the functions of management, including planning, organizing and facilitating, staffing, directing, controlling, coordinating, and project management.
5. Discuss the transition from traditional functions of management to the requirements of managing radiology in the current health care environment.
6. Describe regulating agencies that affect radiology.
7. Discuss the characteristics of desirable applicants for employment in radiology.

Hospital Environment

• Hospitals are like "communities within communities."
• Hospitals serve a community need.
• Hospitals are staffed by various types of workers.
Hospital Mission

• The hospital Mission Statement defines the purpose of the hospital’s existence and provides guidance in its community service.
• All hospital staff are committed to accomplishment of the Mission.
• Hospital directives and projects support the Mission.

Organizational Structure

• Governance of a hospital begins with the board of directors or governing board.
• The President or Chief Executive Officer (CEO) is accountable to the hospital board.
• The hospital divisions and departments are accountable to the CEO.

Typical Organizational Structure
Medical Imaging

- Plays a critically important role in hospital operations and success
- Works closely with other departments to provide patient care and revenue for the hospital

Healthcare Trends and Hospitals

- Hospitals are more horizontal in organizational structure
- Reimbursement shifts from inpatients to outpatients
- Strong emphasis on use of services
- Declining reimbursements from government programs

Typical Organizational Designs

- Top-Heavy
- Vertical Design
Typical Organizational Designs

Downsized Horizontal Design

- FIG. 6-3 Horizontal, or flat, structure.

Matrix structure.

- FIG. 6-4 Matrix structure.

Radiology Organization

- Varies depending on size and scope
- Often consists of subdepartments
- Requires support services
- Led by Administrative Director
Administrative Director of Radiology

- Typically reports directly to upper hospital administration
- Requires *strong* business management skills
- Not necessarily a radiologic technologist
- Works closely with Medical Director of Radiology

Medical Director

- Typically a physician
- *Principle* responsibility is for overseeing the *quality of patient care*
- Works closely with Administrative Director
- May also serve as Department Chair

Changing Healthcare Trends Have Created Nontraditional Healthcare Settings

- Clinics
- Outpatient Imaging Centers
- Freestanding Imaging Centers
- Mobile Imaging Services
- Outpatient Surgery Centers
- Urgent Care Centers
- Commercial Medical Facilities
- Walk-in Clinics
- Specialty Clinics
- Physician’s Offices
- Research Centers
- Veterinary Medicine
- Teleradiology Services
Management Functions

• Primary functions
• Communication skills are very important
• A Key Management Trait includes leadership skills and “coaching” staff

Process Improvement

• Current trends emphasize the improvement of services as an ongoing process.
  – Referred to by different names
    • Continuous Quality Improvement (CQI)
    • Total Quality Management (TQM)
  • Customer service is the focus!

Regulatory Activities

• May be internal or external to the hospital organization
• Often are performed by committees or governmental agencies
• May be voluntary but closely tied to reimbursement for services, so involvement is an implied mandate
External Regulatory Agencies

- The Joint Commission (TJC)
- Nuclear Regulatory Commission (NRC)
- Occupational Safety and Health Administration (OSHA)
- Food and Drug Administration (FDA)
- American College of Radiology (ACR)
- State Health Departments

Internal Regulatory Groups

- Vary from hospital to hospital
- Typically committee based
  - Infection Control Committee
  - Radiation Safety Committee
  - Safety Committee
  - Risk Management/Corporate Compliance
  - Pharmacy and Therapeutics Committee
  - PACS Committee

Desirable Employee Characteristics

- Strong technical skills
- Excellent teamwork skills
- Customer-service oriented
- Good communication skills with patients, colleagues and physicians
- Professional attitude
- Good work ethic
Conclusion

- Radiology administration is complex and demanding at many levels.
- Hospitals and providers are very customer focused.
- Professionals may work with external and internal regulatory agencies and committees.
- Medical imaging employees need to be strong technically and have good teamwork skills.