The 2018 *RadioGraphics* Monograph Issue: Radiology Practice Management

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Editor’s Note.—Initiated in 1999 by William W. Ohnsted, MD, Editor Emeritus of *RadioGraphics*, the annual monograph issue has consistently been one of the most valued components for the journal’s readers. These focused issues have covered a spectrum of topics across the radiologic subspecialties, including pediatric imaging, musculoskeletal imaging, quality and safety, cardiothoracic imaging, women’s imaging, abdominal imaging, thoracic imaging, cardiac imaging, genitourinary imaging, vascular and interventional radiology, neuroradiology, breast imaging, emergency radiology, featured material from the Armed Forces Institute of Pathology (now known as the American Institute for Radiologic Pathology), and highlights of the education exhibits from the RSNA Annual Meeting. The guest editors of these monographs have typically served as *RadioGraphics* editorial board members; they have engaged experts in their subspecialty areas and solicited educational material from the annual meeting to provide original material for this series. This year, the guest editors are Jonathan B. Kruskal, MD, PhD, associate editor for practice policy and quality initiatives, and Ammar Sarwar, MD. They have coordinated the present compilation, the 20th in the series, of up-to-date reviews of the state of the art in the important subject area of radiology practice management. I am grateful for the effort that Drs Kruskal and Sarwar have devoted to this project and to the numerous authors who volunteered their time and expertise to provide *RadioGraphics* readers with the articles that fill this volume.—**J**effrey S. K**lein, MD

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This year’s *RadioGraphics* monograph focuses on managing, leading, and sustaining radiology practices. Effective practice leadership requires expertise in operations, outcomes, compliance, quality and safety, and customer satisfaction. Thus, it is becoming even more important that practice leaders possess the requisite skills to be successful. In this monograph, nationally recognized experts address critical topics in three primary domains: human resources, operations management, and patient-centered care.

**Human Resources**

In the human resources domain, we focus first on the needs of nonradiologist personnel in the radiology department. Dr C Matthew Hawkins discusses roles, rules, and regulations relating to nonphysician practice extenders in radiology. Although nonphysician providers can improve a practice’s ability to care for its patient population, regulation and increasing demands for independence are leading to an equal amount of controversy. Later in this section, Dr Mahadevappa Mahesh talks about the critical role of medical physicists in the radiology department.

We then recognize the challenges of diversity in today’s workplace. Bluth et al address challenges and opportunities specifically related to late-career radiologists. Next, given the increasing importance of and unique challenges for women in the workplace, Spalluto et al discuss how practice leadership can foster diversity in a practice by addressing the needs of women radiologists. Krishnaraj and Pesch describe generational differences that are important for managing employees in different age groups.

We also focus on management challenges that are common for all workers in a radiology department and for radiologists in particular. Willis et al describe how to maximize personal performance in a radiology department and manage disruptive personnel, and Fishman et al discuss how best to address the fourth aim in the quadruple aim of health care—burnout, engagement, resiliency, and wellness—in the workplace. They describe the contributors to stress and burnout in the contemporary workplace and how to achieve personal and systems processes for mitigating the raging epidemic of physician burnout. Given the growing compliance requirements for oversight of physician performance, Kruskal et al provide a template that can be used for satisfying The Joint Commission’s Ongoing Professional Practice Evaluation (OPPE) requirements. Thus, the human resources section of the monograph provides...
a comprehensive review of managing personnel in a radiology department by emphasizing recent research and work-life integration.

**Operations Management**

In the operations management domain, we focus on leadership and strategy, quality and safety, informatics, risk management, and special operations. Davenport and Dunnick provide lessons learned over decades of leading a large, nationally recognized radiology department. On a strategic level, Towbin et al build and implement an operational plan for a radiology department, whereas Dr David B Larson describes the implementation of such a plan in the context of introducing structured reports across a large practice and enterprise.

In the quality and safety domain, Siewert et al cater to established programs with suggestions on how to run a compliant patient and staff safety program and ace the regulatory visit. Broder et al make recommendations on how to build and implement a quality improvement program from the ground up. Donnelly et al round out operations considerations for quality and safety management by providing a cost accounting for an effective quality and safety program.

In the context of operations for informatics, Berkowitz and colleagues describe challenges in installing a new PACS and radiology information system, Doshi et al share with us ground-breaking informatics solutions for efficient radiology practices, and Kohli et al describe practice communication strategies and branding and marketing in the digital age. Dr Leonard Berlin provides a contemporary update on risk management for radiologists. Finally, in special projects, Sarkany et al describe current issues and challenges in running radiology residency programs, and Cook et al describe how to establish and run a three-dimensional imaging lab.

**Patient-centered Care**

The final domain in this monograph focuses on what is clearly the most important aspect of practice management: providing patient-centered care. Flug et al describe strategies for avoiding “never events” in a clinical radiology practice. Perry et al introduce the concept of a radiology-specific training curriculum for care of diverse, vulnerable, and marginalized patients. Next, Itri and colleagues share their experience with the fundamentals of diagnostic error in imaging. Kadom and colleagues describe models for providing patient- and family-centered care. Dr Alexander Towbin, whose department is well recognized in the area of customer service, shares his experience in implementing customer service programs. Finally, Eberhardt and Heilbrun describe how to craft a value-added radiology report.

This constellation of manuscripts encompasses the broad range of essential knowledge that any practice leader should possess. We are fortunate to have recognized experts in each of these areas share their knowledge in this monograph. We hope our readers will agree that we have succeeded in our goal of creating an essential primer for new leaders and a well-used refresher for longer-term practice managers.