

Operations Management in Radiology

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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—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.

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Operations Management in Radiology, the fifth book in the AHRA professional development series, came to fruition because of the hard work and relentless pursuit of a quality educational product by the many involved. We would like to show our appreciation to the following for their participation in the project.

Bayer HealthCare Pharmaceuticals continues to receive our gratitude and sincere appreciation for the generous grant which has made this development series possible. The time commitment and contributions of knowledge and expertise from the many authors and peer reviewers are much appreciated. The book would not have been possible without the input of each. The writing and editing skills contributed by Lynne Dodson brought every chapter of the project together as one final manuscript. The AHRA staff, under the direction of Debra L. Murphy, publications director, managed every aspect of the book from start to finish. From developing the outline and content of the material to finalizing the cover for print, Debra and her staff were there to make sure the project made it to the next step.

To everyone involved in this significant undertaking, we sincerely appreciate your efforts.

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Bayer HealthCare
Pharmaceuticals

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 specific to the field of imaging administration. Hence, the impetus for its professional development series of books. Along with its predecessors, *Financial Management in Radiology*, *Communication & Information Management in Radiology*, *Human Resource Management in Radiology*, and *Asset Management in Radiology*, *Operations Management in Radiology* continues the tradition of discussing material in depth to aid the continuing education of the imaging administrator.

The authors and reviewers of this book represent a cross section of today's imaging profession. Academic medical centers, community and rural hospitals, freestanding imaging centers, and private enterprise are represented among the contributors. This range of experience allows a broad perspective of ideas and expertise for the book material.

Operations Management in Radiology consists of four sections in which the building blocks and strategies of operations management are discussed:

Section 1, *The Operational Foundation*, reviews the baseline steps in developing the scope of service, building alliances, documenting processes, and developing procedures and protocols.

Section 2, *Marketing Imaging Services*, discusses the principles of marketing and specifically applies them to imaging facilities. Developing and evaluating a marketing program are also reviewed.

Section 3, *Customer Management and Satisfaction*, provides an overview of identifying the customer and targeting their needs (from patients to referring physicians). Satisfaction measurement tools, both qualitative and quantitative, are discussed, as well as methods for analyzing and applying selected data.

Section 4, *Manage Performance Quality*, reviews four commonly used improvement models and provides helpful examples and applications of these tools. Criteria

are given for how to establish a quality improvement program that best meets your facility's needs.

This book addresses a wide variety of issues including documentation processes, alliance building, service strategy, customer management, marketing, and performance quality. Streamlined and strategic operations in the healthcare environment are fundamental contributors to organizational success. Managing these operations and their associated expenses, policies, and procedures requires expertise, know-how, and an acquired wisdom. *Operations Management in Radiology* is designed to provide the imaging administrator with the foundational knowledge in order to address these issues on a day-to-day and annual basis. This book is certain to become an important tool referenced time and again.

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