

RADIOLOGY RESIDENCY SENIOR BUSINESS-LEADERSHIP PATHWAY

The following is designed as an 8-12 week elective with time divided in blocks throughout the 12 months of the 4th year. Block time will be delegated early in the year for Capstone Project selection and development and then periodically for maximal participation. The project should aim to result in a scholarly publication/abstract/presentation where possible.

Ideally, the resident would be simultaneously enrolled in or previously completed The Dartmouth Institute Certificate Program for additional supplemental education. The overall goal is to graduate a resident with developed organizational and personal leadership skills and a well-developed understanding of practical healthcare economics and departmental finances.

During this dedicated elective, the resident should be relieved of clinical obligations, unless there is a crisis requiring additional resident clinical support. If necessary, re-assignment of elective time will be at the discretion of the elective supervisor and program director.

ELECTIVE SUPERVISOR

Department Chair: Jocelyn Chertoff MD, MS

ADDITIONAL EDUCATORS

Administration Director: Karen Buttrey

Business Manager: Chris Luurtsema

Outreach Manager: Casey Grigsby

ELECTIVE STRUCTURE

CAPSTONE PROJECT

Learning objectives

Upon completion of this elective, the resident will be able to:

1. Develop and run small and large group multi-disciplinary meetings
2. Critically appraise organizational fiscal health and business contracts
3. Organize a team for departmental project(s) such as reorganization, major equipment purchase, regional contracting or other relevant future projects
4. Motivate and delegate tasks in a complex team

Assignments

1. With the elective supervisor, select a suitable longitudinal project for practical involvement & experience. Examples would include; contract negotiation for new tele-radiology sites or purchase of new radiologic equipment
2. Develop an appropriate team member and leadership role within the project in conjunction with a supervisor
3. Attend and maintain an active role in the project
4. Evaluate key components of the financial decisions such as the balance sheet, income statements, contracts, payment models, depreciation calculations and more with ancillary educators
5. Meet with the supervisor or project mentor prior to and/or following meetings with key preparation notes, negotiation strategies, or other assessments

MENTORING & SOFT ELEMENTS OF LEADERSHIP

Learning objectives

Upon completion of this elective, the resident will be able to:

1. Develop strategies for approaching, preparing and navigating through difficult conversations
2. Create mentoring relationships with juniors (mentor) and faculty/senior staff (mentee)
3. Observe, describe and critically assess negotiation and feedback tactics
4. Create and refine feedback and negotiation skills

Assignments

1. Identify at least one medical student or junior resident to mentor throughout the year
2. Create a personal leadership development plan
3. Attend DHMC Chief Leadership Forum Activities throughout the academic year
4. Read *Getting to Yes* and/or *Beyond Machiavelli* both by Roger Fisher
5. Formally and informally give and receive feedback; utilizing mentee, capstone project or other professional relationships
6. Read Heen & Stone's Find the Coaching in Criticism <http://hbr.org/2014/01/find-the-coaching-in-criticism> & HBR Negotiation Series.
7. Consider applying for the scholarship to attend the Radiology Leadership Institute Summit (Summit usually August, scholarship application usually due March)
8. Consider attending monthly Leadership & Preventative Medicine Grand Rounds when applicable

PROFESSIONALISM & ETHICS

Learning objectives

Upon completion of this elective, the resident will be able to:

1. Describe organizational ethic theories and their applicability to common ethical dilemmas
2. Design a practical solution(s) to departmental ethical conflict(s)

Assignments

1. Attend Dartmouth-Hitchcock Medical Center Ethics Committee Meeting at least once (3rd Tuesday of each month at noon) contact Bill Nelson, PhD and/or Tim Lahey MD
2. Attend at least one OWLS meeting and work with the committee toward a solution of an encountered ethical dilemma
3. Read the AMA Organizational Ethics in Healthcare
www.ache.org/membership/BOGEXAMOT_V3/nelson/Organizational_Ethics.pdf
4. Reflect or write about an account of an ethical dilemma which you have experienced in the practice of radiology, how it related to principles of medical ethics and how application of this principle helped you resolve the dilemma

ORGANIZATIONAL FINANCES & HEALTHCARE ECONOMICS

Learning objectives

Upon completion of this elective, the resident will be able to:

1. Interpret and analyze financial statements, including income statements, balance sheets and financial ratios
2. Describe the different methods of provider reimbursement, payment models and relevance of payer mix

Assignments

1. Interpret departmental or other example income statements, balance sheets and other annual reports with Karen Buttrey or Chris Luurtsema
2. Deliver an assessment of the financial impact of components of the Capstone Project
3. Attendance at radiology and institutional leadership meetings, including but not limited to Vice Chairs (Tuesdays 8:30 am), Managers (Wednesday 9:00 am), Senior Leaders Group and Chairs meetings. **For each of these meetings the resident should discuss before planning on attending with Dr. Chertoff if it is appropriate to attend that week's meeting.**
4. Discuss with the elective supervisor an appropriate radiology section team leadership group (i.e. CT, MR, Mammography) to attend meetings (at the discretion of the team leader) and work within an appropriate role on potential projects.
5. Watch Dr. David Yousem's videos: RBRVU system, Capital Equipment Purchasing, Business of Radiology Accounts Receivable
<http://webcast.jhu.edu/Mediasite/Catalog/Full/7e18b7d59c63487eaaf177a86f83b01121>
6. Consider applying for the James M. Moorefield, MD Fellowship in Economics & Health Policy, sponsored by the ACR (usually June application deadline)

SUMMARY OF RESIDENT DELIVERABLES

REQUIREMENTS

1. Complete an abstract, poster and/or presentation which could include a DHMC radiology grand rounds about your experience, educational process, ethical dilemma, or radiology financial decision-making
2. Financial evaluation/assessment of the key components of the Capstone Project with the assistance of the Administration Director and Business Manager
3. Attendance at a minimum of one DHMC Ethics and one OWLS committee meetings
4. Self-assessment of personal leadership plan

EXTRA ACTIVITIES

1. Preferable to be dual-enrolled or previously completed The Dartmouth Institute Certificate Program
2. Financial evaluation/assessment of section team leadership group project, if applicable
3. Consider applying for the Radiology Leadership Institute Summit scholarship (usually March application deadline)
4. Consider applying for the James M. Moorefield, MD Fellowship in Economics & Health Policy (usually June application deadline) or other ACR Fellowships or leadership positions for residents

SUMMARY OF RESIDENT EVALUATIONS

1. Regular (at least quarterly) one on one qualitative evaluation with the elective supervisor with 360° feedback from the Capstone Project Team
2. Qualitative evaluation from Administration Director, Business Manager and/or Outreach Manager regarding financial/economic assessment
3. One on one feedback from junior mentee
4. If applicable, qualitative evaluation from section team leader; if involved with projects outside of the Capstone project