

2024 RLI Leadership Accelerator:

Maximizing Your Impact from Reading Room to Boardroom

The Hospital Board Room

The Hospital Board Room is outwardly focused and intended to orient the new leader to topics that are commonly encountered and of paramount importance in hospital board meetings, medical executive committees, and other governance bodies. These include an orientation to organizational structure and design in large healthcare organizations, interpreting financial statements, principle of hospital costing, funds flow, the role of radiology in hospital operations, and performance measures. Fundamental to this chapter will be an appreciation of the priorities and interests of stakeholders outside of the radiology department, the nature of their concerns, and the impact of radiology performance on overall hospital and medical staff performance.

Session Topics:

- Organizational Structure and Design within a Large Healthcare Organization
- Performance Measures
- Interpreting Financial Statements
- Strategy & Transformation Through a Crisis, and Beyond

Stewarding the Department

Stewarding the Department is inwardly focused upon leading and managing colleagues to advance departmental performance and respond to environmental changes and larger organizational priorities. Topics include key determinants of financial performance including understanding and managing costs, revenue cycle considerations, structure, design, and accountability within the radiology group or department, building, empowering, and supporting effective teams, and a spectrum of topics centered on leading people. These latter topics include communication, executive amplitude, being comforter-in-chief and other human resource concerns, developing and communicating strategy as well as tactics, and decision making in the face of ambiguity.

Session Topics:

- Understanding and Managing Costs
- Leadership, Organizational Structure, Design, and Accountability
- Building and Supporting Effective Teams
- Using Leadership Models and Roles for Success

Influencing Change at the Hospital Level

The final chapter leverages the first two chapters to **Influence Change at the Hospital Level**. Because medical imaging is resource intensive, affects fundamental aspects of efficient care delivery, and provides critical inputs to patient management, radiologists must be prepared to inform and influence decisions. The first two sessions focus on business planning with the first part centered on the organizational elements of designing and shepherding a plan requiring broad stakeholder support. The second business planning session centers on financial forecasting, accounting for uncertainties, and addressing the critical elements that drive project acceptance. Leading from the middle will provide tools to engage and influence key leaders and stakeholders across the organization to align interests and assure informed decisions. Finally, an introduction to the legal department and its role in a large organization, understanding how and when to engage and the leader's responsibilities to manage conflicts and provide stewardship with integrity.

Session Topics:

- Conflict Management
- Leading from the Middle
- Business Planning: Forecasting Demands and Outcomes
- Business Planning: Designing and Shepherding the Process