



RLI Power Hour – Developing Younger Radiology Leaders: Succession Planning

Moderator:

Jennifer Nathan, MD

Speaker:

Lawrence Muroff, MD, FACR



Today's Speaker



Lawrence R. Muroff, MD, FACR is the immediate past CEO & President of Imaging Consultants, Inc., providers of consulting services to radiologists, hospitals, and corporations. He is also an Adjunct Clinical Professor of Radiology at the University of Florida and the University of South Florida Colleges of Medicine. For 20 years he was a member of a 45+ radiologist practice where he held several leadership positions, including serving as president.

Dr. Muroff is an honors graduate of Dartmouth College and Harvard Medical School, a member of Phi Beta Kappa and Alpha Omega Alpha, and a recipient of the Gold Medal of both the Florida Radiological Society and the American College of Radiology. Dr. Muroff is listed in *Who's Who in America* and *Who's Who in the World*. He is also listed in the publication, *The Best Doctors in America 2000*. His radiology socio-economic expertise and his educational expertise were recognized in separate cover stories in *Diagnostic Imaging*; similarly he was featured in a cover story in *Imaging Economics*. Dr. Muroff was designated by Aunt Minnie as Radiology's Most Effective Educator: 2010, and was awarded the 2016-2017 Distinguished Career Achievement Award by Dartmouth Medical School.

Dr. Muroff has served as president of several national and regional imaging organizations; he is an inaugural member of the Board of both the ACR's Radiology Leadership Institute and the Neiman Health Policy Institute; he has authored more than 80 scientific and socio-economic articles; and he has presented over 1100 invited lectures throughout the United States and Europe.

RLI Power Hour Webinar Series



Developing Younger Radiology Leaders: Succession Planning

Lawrence R. Muroff, M.D., FACR

RLI Power Hour Webinar Series



Disclosure

- Regrettably, I have nothing to disclose.

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



Developing young radiologist leaders and succession planning, while peripherally related, are in reality two distinct topics.

Succession Planning

Let's first look at succession planning, and understand why it is important for radiology groups

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



Without appropriate succession planning, at times of transition (planned or unexpected) groups can flounder rudderless and be at a major competitive disadvantage (or worse).

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff





What Doesn't Work for radiology practices and their leaders?

With rare exception, groups that rotate the president of the practice basically are saying that the business executive is the de facto leader of the group.

While this might sound good, in my experience, the best circumstance for a practice is when the business executive and the radiologist leaders work synergistically together.



Physician President

- 1) Empowered to act on behalf of group according to **Mission Statement/ Business Plan**
- 2) Finite Term: Should be re-elected

Physician President

3) The practice members must understand the importance of administrative time and must allocate sufficient time for the president to do the tasks that are necessary to build and sustain a practice.

4) The president must communicate well with the practice members

Why is it important to elect the “correct” practice president?

Leadership requires certain skills. You wouldn't rotate your neuro-radiologist into a women's imaging rotation; why would you rotate radiologists without the needed skills into positions of practice leadership?

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



Needed Skills for a Practice President

- 1) Consensus Building
- 2) HR knowledge
- 3) Negotiation skills
- 4) Emotional Intelligence
- 5) Maturity (not age).

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



How should your practice groom and keep its leaders in positions that maximally benefit the group?

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



Governance and Succession Planning

- 1) Implement a corporate form of governance.
- 2) Elect your president with the idea of permanence. The president may stand for reelection every 3-4 years, but think about substantial tenure when you vote for that position.
- 3) Executive Committee members are ideal candidates for succession planning.

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



Governance and Succession Planning

- 4) The succession process should begin at least 3 years before the transition is to take place.
- 5) Identify 2-4 candidates and give them projects to manage.
- 6) Set appropriate timelines for project completion and hold the individuals accountable for their successes and failures.

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



Governance and Succession Planning

- 7) Make sure that several practice members have leadership training.
- 8) Needed skills include consensus building, HR knowledge, negotiations, emotional intelligence, and maturity (not age).
- 9) Appropriate meetings might include the RLI Summit, the ACR Annual Meeting, the ACR RBMA Practice Leaders' Forum, and the Economics of Diagnostic Imaging: National Symposium.

RLI Power Hour Webinar Series

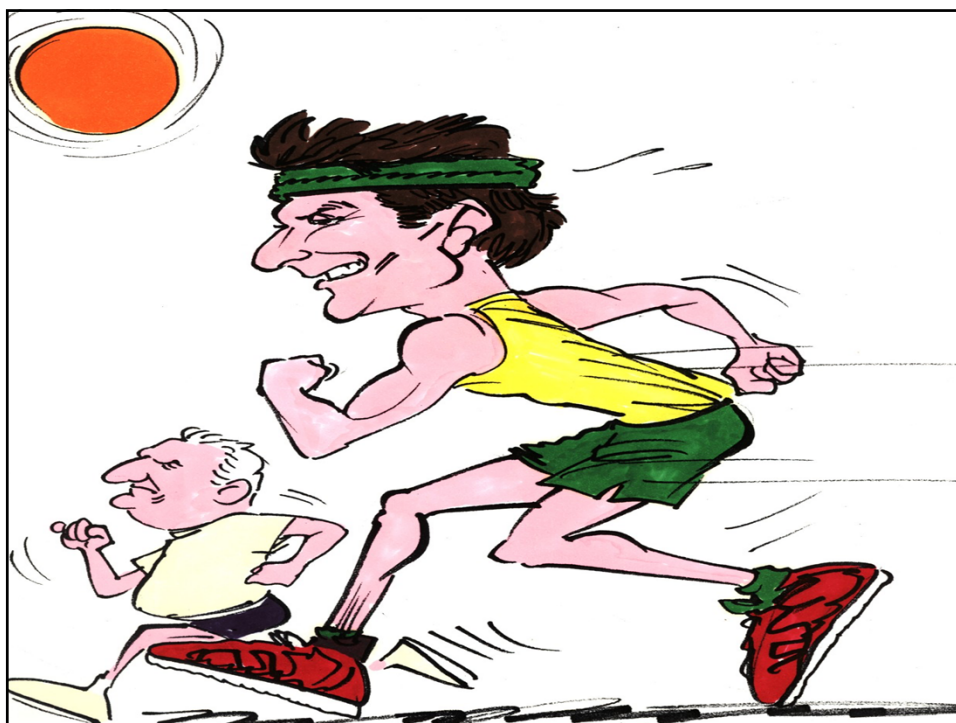
Succession Planning, 2020, Dr. Muroff



Developing Young Radiologist Leaders

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



Young radiologists will rarely, if ever, out-manuever the older members of the practice. Attempts to do so will invariably cause unnecessary disruption and result in frustration for both the young radiologist and the older radiologist.

That statement is not meant to give any radiologist (no matter what his/her age) a “free pass”, but rather if there is a problem, it is usually the established leadership that can remedy it.

In most groups there are older radiologists who can serve as role models and mentors for the younger members of the practice, particularly those who aspire to leadership roles.

How Should Young Radiologists Get Involved in Practice Leadership?

Leadership in a practice is a process/journey. You don't join a practice and immediately become its president, but you can make a difference from the beginning and develop the skills that a practice needs/requires from its leaders.

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



What can a young radiologist do to make a difference in a practice?

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



Young Radiologists' Tasks

- 1) Read everything that pertains to the practice-hospital contracts, employment agreements between the group and its radiologists, bylaws, policies, etc.
- 2) Serve on practice and hospital committees.
- 3) Attend leadership meetings discussed previously.

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



Young Radiologists' Tasks

- 4) Remember that an important part of leadership is “followership”. Being a good follower is, in most cases, a prerequisite for assuming a leadership role in a radiology practice.

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



**WE'VE ONLY
SCRATCHED THE
SURFACE.**

Bruce Beehler

QUOTEHD.COM



Looking forward to a valuable and
informative Q & A session

RLI Power Hour Webinar Series

Succession Planning, 2020, Dr. Muroff



Q&A Discussion

RLI Power Hour Webinar Series



Thank you.

RLI Power Hour Webinar Series

