Disclosures

• No financial disclosures
Goals for This Session

- Discuss why teams are key factor for success (or failure) in radiology
- Discuss why teams and team cohesion are important at every step in building a great organization: Mission, Vision, Strategy, Tactics, Team building, and implementation
- Take a look at the horizon - what we know, what we think might happen using strategy and scenario planning
- Understand the importance of effective leadership and teams in radiology
- Implement a tactical plan for project management and for facing change of all types
Leading a group

1. Cliché from just about every business book in the popular press: Get the right people

2. If you can’t get the right people or get rid of the wrong people then at least try to fix and optimize the people you have

3. Set group norms and expectations

4. Be a role model for the group in domains such as safety, quality and operational excellence
When do teams matter

Teams and team cohesion are important at every step in building a great organization:

• Mission
• Vision
• Strategy
• Tactics
• and implementation
Who should be on a team

- Radiologists
- Radiology Business Managers
- And...
- Whoever else can help:
- Allied health professionals
- Other types of managers and physicians
- Technical support staff
- Financial and marketing experts, etc.
First build a good group, then implement change

• Elite team versus just a group of good people
• High function vs. reasonably cohesive vs. dysfunction
Keys to a great team

1. What is the issue that I am trying to solve?

2. Who do I need?
   - Skill sets
   - Representation of a diverse range of views
   - Subject matter domains

3. Team skills
Who are our customers?

- Patients
- Patient family members, friends
- Entities that pay us and regulate us
- Quality and Service aggregators
- Referring physicians and their offices
- Hospital Administrators
- Government

- 340 million customers in US
Five Phases of Project Leadership

1. Purpose
2. Thinking
3. Learning
4. Engagement
5. Feedback

Roger Fisher and Alan Sharp “Getting It Done, How to lead when you’re not in charge” HarperCollins, 1998.
Phases of Project Leadership: Purpose

- Have a clear aim - specific and quantifiable
- SMART: specific, measurable, attainable realistic timely
- What is/are the goal or goals?
- Have better service -- poor
- All of our head CTs are read in a “centaur” fashion to improve care

Phases of Project Leadership: Thinking

• Don’t just do something, stand there
• Who will help you do this?
• How will you form and manage your team?
• How will you quantify the results?
• How will you implement the project?
• Do you have the expertise you need: operations, IT, etc.?
Phases of Project Leadership: Learning

- This means that you implement the changes in the project and then pay close attention.

- What are the expected and unexpected results?

- Will you lose (or gain) radiologists if you use AI?

- What is the best way to implement AI and what would the next step be? I.e., What happens the year after?, five years after?
Phases of Project Leadership: Engagement

• It’s not enough to for you as the leader to have a great idea

• Management is about getting a group of people involved in doing the right thing

• Pull the team together. If you can, choose the right people. If not help them to do the right things
Phases of Project Leadership: Feedback

- At the end of a project, take time to analyze the process. “After action analysis”
- 360 degree feedback
Common Team Challenges

- Too many like minds
- Rigid thinking- no creativity or flexibility
- Living in the past
- Baggage-emotional or otherwise
- Cliques
- Hidden agendas
Best Practices of Successful Change Management

• If you can, start with a demonstration rather than a system wide change– geographic site, service line– in this case do AI in one place and then adapt it to the entire system you cover

• Have a plan and a framework

• Find the right people and build strong teams

• Do your best but don’t be disappointed if you are less than perfect. The goal is to change for the better. Perfection is a goal, but don’t let it stop you from getting better

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Thanks!

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