Goal: Consistent excellent performance

- Technical skill (facility with details)
  - Reminders, decision support, “hard stops”
- Knowledge (understanding of concepts)
  - Education, training, feedback, coaching
- Buy-in (agreement with approach)
  - Engagement, “fair process,” restrictions

Fundamental problem

- Expertise is never:
  - Uniform among individuals
  - Uniform within an individual across domains
  - Uniform over time

Challenge: Practice models are inadequate

- Radiologists usually work in parallel
- Practices tend to use either specialist or generalist model
- Extremely limited supervision, monitoring
- Bad apple model of improvement: peer review
- Professional autonomy vs individual autonomy

Key Drivers: Need models that can

- Balance specialization vs generalization
- Ensure appropriate individual expertise

New directions

- Expert individuals → expert organizations
- Hold practices as a whole accountable
- Blended generalist / specialist model
- Specialists supervise, provide feedback, coaching
- Peer review → feedback, learning, improvement
- Deliberate focus on teamwork, collaboration, collegiality
- Tools, reminders only part of a comprehensive effort
- Strategic approach to when to focus on technical skill vs knowledge vs buy-in