

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