



## Executive Summary

The 27 partners of Victoria Radiology Consulting Inc (VRCI) work in and around the Greater Victoria area. Their leadership group, the Governing Council (GC), is interested in bringing on non-clinical administrative support to take on the day-to-day needs of VRCI. It is hoped that this will reduce the current administrative burden on the radiologists and modernize the organization. The goal is to have the right people doing the work to help move the group and work forward. The consultant was retained to analyze current state and recommend a path forward.

VRCI Radiologists identified that the ever-increasing clinical workload leaves little time for expensive non-clinical work. The organization may also have the opportunity to take on new business ventures in the future. However, as shared succinctly by one radiologist, *“We’re a mid-sized business being run by people with no business experience.”* The case is clear that bringing in administrative expertise will be less expensive, more effective, and better aligned with non-physician skillsets.

Interview data revealed key ways that administrators can improve VRCI operations:

- **Reduce the administrative burden on current leaders:** Support schedule development, streamline schedule maintenance, strengthen recruitment efforts, strengthen governance practices, and optimize communications
- **Improve current practices:** Improve business and governance practices, revisit the governance strategy, optimize Island Health administrator tasks, simplify financial processes
- **Strategically develop a strong path forward:** Create a strategic plan, develop a business plan, support business development

Different administrators bring different skillsets. It is recommended that VRCI bring on:

- **Business Leader** (50 h/month) – Transition tasks from VRCI leaders; develop strategic, business, and communications plans for VRCI; lead recruitment and administrative process optimization; bring rigour to GC and VRCI meetings; analyze business development opportunities.
- **Scheduling Specialist** (10 h/month) – Create the annual vacation schedule; schedule radiologists for seats, calls, rounds; connect with preferred locums as needed.
- **Business Assistant** (0.5 FTE) – Support VRCI business meetings, complete billing and payment tasks, maintain radiologists’ schedule, support recruitment efforts, provide clinical support to radiologists when needed, update website and send out communications, work closely with Island Health administrator and VRCI Business Leader

While not all roles need to be filled immediately, priority should be given to finding a Business Leader, whose role will be foundational to organizational improvements and downloading administrative tasks from VRCI physicians. This team member may also take on the recruiting and onboarding of the Scheduling Specialist and the Business Assistant.

By hiring administrators to help VRCI become a more strategic, smoother running organization, Victoria radiologists will be able to focus on their clinical commitments, the organization itself will become more attractive to prospective recruits, and business opportunities can be considered in a thoughtful, focused, and data-driven way.