

## **Radiology Education Program**

### **Objective:**

The Radiology Department strives for maximum health care delivery to achieve the best possible patient care outcome. To meet this goal, the department has developed a complete educational program that includes an orientation program for all new employees and a continuing education/in-service training program for all employees.

### **Direction:**

In coordination with the Director of the Radiology Department, the education programs are the responsibility of the Education Coordinator for Radiology and each section manager/director. The Education Coordinator will coordinate department education programs and act as a resource person for other hospital departments requiring departmental assistance with education and training. The section managers will assess the educational needs of their staff and develop programs that are specific to their modality. The Education Coordinator will ensure that all yearly mandatory in-services as designated by The Joint Commission will be conducted and that the in-service schedule is followed. He/she will assist managers with in-service and program attendance records.

### **Scope:**

Since the field of radiology is ever changing, the education programs will strive to update and evaluate all aspects that apply to each section and will also address quality improvement issues.

### **Goals:**

1. Provide a means for the employee to gain knowledge and review information previously learned.
2. Provide ongoing evaluation of employee skills in all areas of care.
3. Identify specific weak areas and provide continuing education to meet those needs.
4. Improve employee motivation and interest by highlighting new knowledge and by providing feed-back leading to better performance.

### **Department Policy:**

1. Orientation and continuing education is mandatory for all department personnel.
2. Those employees required to attend mandatory in-services during their scheduled time off will be paid for time in accordance with hospital payroll policies.
3. Mandatory orientation and in-service education must be completed at a pre-established level of competency within a specified time frame.
4. In-services and meetings are posted at least one week in advance. They will be presented at times convenient to all shifts or will be videotaped for viewing at a later date.
5. All employees are responsible for obtaining any information missed due to an absence from an in-service. Excused absences do not exempt employees from meeting the satisfactory performance rating requirements.
6. Department orientation, competency, and other educational records are documented for each employee and placed in the employee's file. These records will be reviewed during the evaluation process.
7. Employees must attend at least 75% of department in-services and educational opportunities to receive a satisfactory rating on the "Growth and Development" section of the merit and performance evaluation.

### **JC Requirements:**

Orientation of an individual new to the Department of Radiology will include:

- The hospital and department organization, mission, and governance
- Department policies and procedures
- Job description
- Performance expectations
- The hospital and department safety programs and the individual's responsibilities
- The hospital and department infection control program and the individual's role
- The hospital and department performance improvement programs and the individual's role

The employee's in-service and continuing education needs will be based on:

- Patient population

- Type and nature of services
- Self-Assessment of Educational Needs program
- Information from performance improvement activities
- Needs generated by advances in health care management, science, and technology
- Findings from department performance evaluations
- Findings from the hospital safety program
- Findings from infection control activities

## **Educational Programs**

The educational program includes the following components:

- Orientation program (Hospital and Departmental)
- Preceptor program
- Self-assessment of educational needs
- Competency assessment
- Continuing education/in-services
- Online Learning
- Mandatory in-services as designated by JCAHO (Campus Education Day)
- Skills Fair Days

The Orientation Program: The program prepares the individual for the work environment in which he or she will be assigned.

- Initial competency is assessed upon hire via licensure verification, school records, work history, reference checks, and personal interview.
- Upon hire, the orientation process is introduced to employee. (Employee given copy of flow chart. See end of document).
- Initial orientation period will consist of classroom orientation covering policy and procedures with exams and skills competency assessment (via return demonstration). The initial orientation period will take approximately 90 days to complete. If employee is unable to successfully pass the exams ( $\geq 80\%$  average score) or return skills demonstration, he/she will remediate and be assessed if he/she will be able to perform the job required. This remediation will be documented for Planning Session reference. If employee shows no improvement after remediation, future employment with Radiology Department will be discussed with the director, education coordinator, and section manager/director.

- After successful completion of exams ( $\geq 80\%$  average score) and initial skills competencies, a Goal Planning Session will take place with the section manager/director and/or Education Coordinator. During this time, the employee is given the time line and expectations for preceptorship.
- The employee now begins the Preceptorship portion of the orientation process. This portion of the orientation process will be allowed a predetermined time by the section manager to complete.
- - Diagnostic
  - CT
  - MRI
  - Records
  - Interventional
  - Breast Imaging
  - Ultrasound
  - Nuclear Medicine
  - Radiation Oncology
  - Radiology Information System
- The new employee must prove competency to preceptors with required procedures on checklists. If employee receives a “fail” status, he/she must be followed up by the same preceptor or a supervisor/coordinator (for accountability). If the new employee is unable to perform the skill upon re-testing, the action plan may include remediation or more training. The section manager/director is given feedback on the new employee via checklists and preceptor feedback forms.
- After successful completion of the Preceptorship period and prior to the 6 month evaluation, the new employee’s performance will be assessed by the appropriate supervisor via direct observation and competency forms. This feedback and documentation can be used to justify PPR ratings and/or decisions regarding future employment with Radiology Department. Action plans (completed by supervisor) must accompany this will hold the new employees accountable to correct actions and allow supervisors to assess improvement. If the new employee does not improve or fulfill the action plan, remediation or termination is considered.
- During this stage of orientation (after preceptorship but before 6 month evaluation period), the employee will complete an assigned exam consisting of unit specific scenarios and clinical questions regarding procedures. Successful completion is defined as achieving a score of  $\geq 85\%$ .
- At the 6 month evaluation, “permanent” status may be considered **(Civil Service allows that an employee may be on probation from six (6) to a maximum of 24 months)**. The evaluation will be

performed by the section manager/director with or without the Education Coordinator as appropriate. At this time, successful completion of the orientation process may be determined or another course of action may be considered and documented.

- Orientation will be provided by resources such as the education coordinator, supervisors, specialists, and assigned preceptors.
- The orientation package will be utilized to verify progress of the new employee. The employee will continue orientation until he or she has demonstrated competency in the areas outlined in the orientation package document or orientation will be ended for above mentioned criteria.
- All new employees will have core competencies validated within a given timeframe from the first day of employment. The timeframe is defined by the section managers:
  - Diagnostic
  - CT
  - MRI
  - Records
  - Interventional
  - Breast Imaging
  - Ultrasound
  - Nuclear Medicine
  - Radiation Oncology
  - Radiology Information System

The Preceptor Program: The program provides individualized support and training for all employees during their orientation period.

- Each new employee shall be assigned a preceptor. During the orientation period, the new employee shall work with the preceptor designated for the shift to which the new employee is assigned.
- The preceptor and new employee shall be assigned the same on and off days throughout their orientation period. If this cannot be arranged, the section manager/director shall assign another preceptor as needed.
- The education coordinator and section manager/director shall approve all candidates selected as preceptors for the Preceptor Program. However, preceptors may be defined as a qualified observer by the following:
  - Must be an 80 – 100% employee or as approved by education coordinator.
  - Must have an acceptable evaluation score.
  - Must have completed the “Preceptor Training Workshop”

- Show competency in set-up, maintenance, and troubleshooting of all equipment in the area(s).
- Show knowledge of department policies and procedures of the area(s).
  - The Preceptor responsibilities shall include, but are not limited to the following:
    - Demonstrates equipment set-up, maintenance, and troubleshooting. A preceptor guidebook will be issued at the “Preceptor Training Workshop” and will serve as a facilitating tool.
    - Utilizes competency assessment to evaluate delivery of age appropriate care to patients by the new employee.
    - Assists preceptee in identifying strengths and weaknesses.
    - Assists preceptee in planning and implementing identified learning needs.
    - Functions as a role model for the preceptee and assists the preceptee’s integration and acceptance into the unit’s work group.

Competency Assessment Program: Competencies which require validation of performance are those procedures designated as “low-volume” or “high-risk” and new equipment or procedures. There are three aspects of service that may be validated:

- A. Technical skills – safe use of equipment
- B. Interpersonal relations – communication skills
- C. Critical thinking – problem solving, troubleshooting, and decision making

To be proclaimed competent, the employee must be validated as having the knowledge and skills to perform the task that is being evaluated.

Methods of validation that may be used are as follows:

- A. Direct observation
- B. Skills checklists
- C. Testing
- D. PEER review

In the event that an employee is identified as needing further assistance with a job function, an action training plan and time frame for completion will be devised by the section manager/director and education coordinator. The action plan will involve additional training in the particular area and follow-up verification of competency. The additional training will include one or more of the following:

- A. Review of policy and procedure

- B. Video/software package review
- C. Training with a designated preceptor

Continuing Education / In-service Program: The education coordinator will coordinate department wide in-services and assist managers with developing in-services on new technology, procedures, modalities, and policies that may arise throughout the year. These topics may be based on needs assessments, performance improvement data, peer review, and management and staff needs. A one-year tentative education calendar for in-services will be formulated based on needs assessment, performance improvement data, peer review, and management and staff needs. Changes to the calendar will occur as needed for new technical skills or staff requests

Annual Skills Fair Days: Skills fair days are a mandatory requirement for all licensed staff employees. The education coordinator will provide dates to sections to schedule employees to attend. The skills fair day includes topics that are problem prone, high risk, low use therapies and procedures. The topics selected are based on needs assessments, performance improvement data, and management requests. A competency checklist is completed for all procedures performed (if applicable).

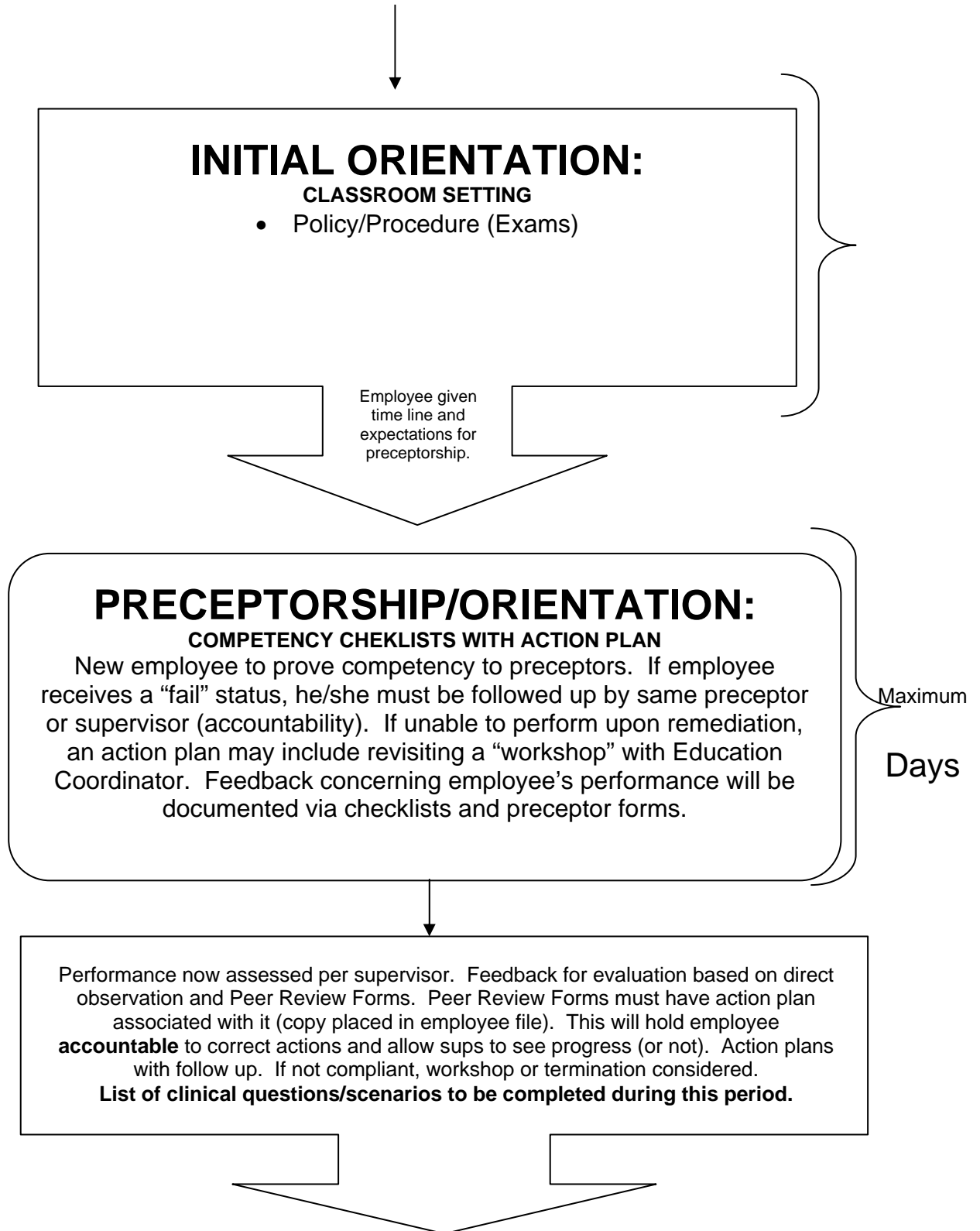
Online learning: Online learning programs will provide personnel with an alternative form of learning. This allows self-paced review and evaluation of knowledge. The programs will enable the employee to review the material in the department policy and procedure manuals. Personnel will be tested for verification of competency after reviewing the programs. The online learning will be used frequently to assess employees understanding of new concepts or review of policies and etc.

Mandatory Programs As Designated by JCAHO:

- A. Basic Life Support
- B. Infection Control
- C. Adverse Drug Reactions
- D. OSHA
- E. Fire Safety
- F. Age-Specific Criteria
- G. MSDS (Chemical Safety)

## HIRE:

- Orientation process introduced to employee



**6 month evaluation:  
Employee, Supervisor, Education Coordinator (if applicable). Successful  
completion of orientation vs. course of action**

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