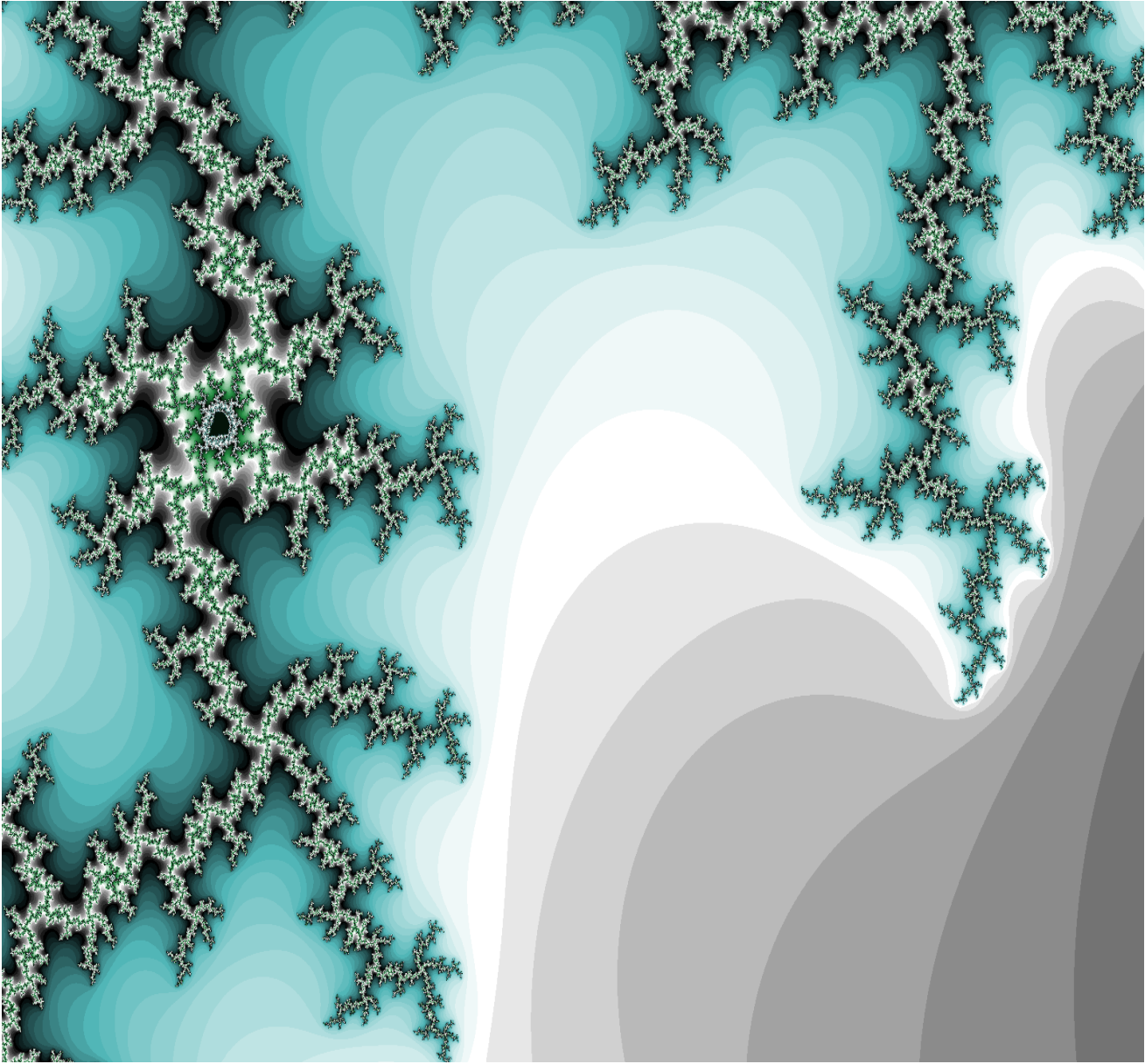


# Management Chapter Survey

A Nationwide Survey of Radiologic Technologist Managers  
Conducted by the American Society of Radiologic Technologists

January, 2015



American Society of Radiologic Technologists

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## Executive Summary

### Introduction

The ASRT Management Chapter Survey was made available in late August, 2014 to all 13,708 ASRT members who designated management as their primary level of employment. A total of 1,077 (8%) responded to the survey.

This sample size yields a margin of error for overall percentages (width of the 95% confidence interval for the population percentage) of a maximum  $\pm 3\%$ .

### Personal Demographics

Respondents were asked to identify their primary job title: 29.1% said they are managers, 19.6% said they are directors, 15.1% said they are lead technologist/therapists, 14.3% said they are chief technologist/therapists, and 11.0% said they are supervisors. The remaining 10.9% of respondents chose other titles, with fewer than 5.0% of the choosing any single other title.

The average respondent holds 2 certifications in the radiologic sciences. The most commonly held certifications are radiography (92.6%), mammography (22.4%), computed tomography (20.3%), and radiation therapy (19.8%). The least commonly held certifications are vascular sonography (1.1%), cardiac interventional (1.0%), CIIP (0.8%) and registered radiologist assistant or RPA (0.2%).

Asked about their highest level of education achieved, 30.6% of respondents said their highest level of education is an associate degree, 30.3% said they have a bachelor's degree, 19.7% have a certification, and 17.8% have a master's degree. Only 0.8% each listed a doctoral degree or "other" as their highest level of education.

The average respondent has 26 years of experience in the radiologic sciences, and 14 years of experience in a supervisory role.

Respondents were asked about receiving a bonus; 71.4% said they receive no bonus and 28.6% said they do get a bonus. Of those who receive a bonus, the bonus is, on average 3.85% of their base salary in the case of the 77 respondents who expressed their bonus as a percentage or \$5,680.97 for those 183 respondents who expressed their bonus in a dollar amount.

### Job Activities

Respondents were asked to indicate their five most important job functions. The most commonly chosen responses were performance improvement (44.7%), quality assurance/quality control (44.1%), annual reviews and evaluations (43.9%), budgeting (39.8%) and accreditation (35.5%).

Asked to rate the most effective method for communicating with staff, the vast majority of respondents (77.2%) find

face-to-face to be the most effective communication method; 17.5% find e-mail most effective, 2.7% prefer texting, and only 0.7% find phone calls to be the most effective communication method. The remaining 1.9% selected "other".

Overall, most respondents have at least some purchasing influence at their workplace. While only 16.1% have final decision making authority for major equipment purchases, 72.0% have some influence on such decisions; 43.7% have final say on the purchase of supplies, while 48.8% have some influence; for devices, such as injectors, 22.2% have full purchasing authority, and another 59.2% have some influence; and finally, regarding education, 31.3% have final decision-making authority while 58.1% have some influence.

Responses related to purchasing were crosstabulated by the respondent's job title:

- For major equipment purchases, 42.0% of directors/administrators said they have final decision making authority, compared to 16.1% of respondents overall.
- For purchases of supplies, 51.2% of managers said they have final decision making authority, compared to 43.7% overall.
- For purchases of devices, such as injectors, 48.1% of directors/administrators said they have final decision making authority, compared to 22.2% overall.
- For decisions regarding education, educators were most likely to have final decision making authority (53.3%), however, there were only 15 educators responding to the question. Among the more broadly represented titles, directors/administrators were again most likely to have the final say (53.3% compared to 31.3% overall).

### Personnel Demographics

The average respondent manages 4.2 modalities. Administrators and Directors manage the most modalities at 7.8, while Assistant chief technologist/therapists manage the fewest at 1.3.

The average respondent has 16.6 full-time equivalents (FTEs) reporting directly to them, with 40.7 FTEs in a department. Administrators and Directors have the highest number of direct reports.

On average, respondents are separated from the CEO of their organization by 2.4 levels of management.

Responses pertaining to organizational hierarchy were crosstabulated by the respondent's title and the average number of beds at the respondent's facility.

- On average, directors/administrators have only 1.4 positions between themselves and the CEO, and work at a facility with 247 beds.
- Managers, on average, have 2.4 positions between themselves and the CEO, and work at a facility with an average of 311 beds.
- Chief technologists/therapists have an average of 2.7 positions between themselves and the CEO, and work at a facility with an average of 310 beds.
- Lead technologists/therapists have an average of 3.8 positions between themselves and the CEO and work at a facility with an average of 283 beds.
- On average, supervisors have 3.0 positions between themselves and the CEO and work at a facility with an average of 287 beds.

Asked how frequently they hold face-to-face meetings with their direct reports, 43.4% of respondents said “daily”, 27.9% said “weekly”, 20.9% said “monthly”, 4.9% said “quarterly”, 1.8% said “annually” and the remaining 1.2% said “biannually”.

Asked whether they survey satisfaction:

- 67.8% survey physician satisfaction.
- 81.9% survey employee satisfaction
- 93.0% survey patient satisfaction

The majority of respondents do not oversee the cross-training of staff technologists in CT, MR or PET: 54.8% say they do not, while 45.2% say they do.

The majority of respondents (53.0%) believe that managers should hold at least a bachelor’s degree; 24.7% said that an associate degree should be the minimum requirement; 13.9% said certification; 5.4% said that a master’s degree should be required; and 3.1% believe there should be some other minimum educational level.

Responses related to minimum education levels were crosstabulated by the respondent’s level of education.

- Those holding a certificate generally believed that a certificate was the minimum educational level that a manager should have (55.0%). Interestingly, the next most common educational requirement among this group was a bachelor’s degree (27.2%).
- Those with an associate degree generally believed that an associate degree should be the minimum requirement (64.1%).
- Those with a bachelor’s degree overwhelming favored a bachelor’s degree as the minimum requirement (84.5%).
- Those with a master’s degree also favored a bachelor’s degree as the minimum requirement (77.4%).

- Those with a doctoral degree were most likely to think that managers should have at least a master’s degree (50.0%), however, there were relatively few respondents (8) who hold a doctoral degree.

## Facility Demographics

Respondents were asked several questions about their facility’s budget. On average, the facilities surveyed have:

- An operating budget of \$18,394,916
- A capital budget of \$2,844,709
- An education budget of \$700 per employee

The majority of respondents (61.6%) do not supervise staff at more than one facility; however, a sizable minority (38.4%) do supervise staff at more than one facility. On average, those who oversee more than one facility manage staff at 4 facilities.

Responses related to facilities managed were crosstabulated by the respondent’s job title and the number of employees reporting directly to them.

- Managers who supervise staff at more than one facility do so at an average of 4.4 facilities, with an average of 6.9 direct reports per facility.
- Directors/administrators who supervise staff at more than one facility do so at an average of 4.2 facilities with an average of 7.3 direct reports per facility.
- Supervisors who manage staff at more than one facility do so at an average of 3.0 facilities with an average of 5.9 direct reports per facility.
- Chief technologists/therapists who supervise staff at more than one facility do so at an average of 2.8 facilities with an average of 5.4 direct reports per facility.

Asked if their facility is used as a clinical rotation site for an educational program, 65.7% of respondents said yes and 34.3% said no. The modalities most often used for these clinical rotations are radiography (76.6%), sonography (46.4%), computed tomography (31.0%), MRI (25.1%), and radiation therapy (20.1%).

Respondents are most likely to work at a non-profit, community-based hospital (36.6%); 17.3% work at a clinic or physician’s office; 11.9% work at an academic medical center, 11.7% work at an imaging center, and 7.9% work at a for-profit community-based hospital. No single other work setting claimed more than 3.0% of respondents.

On average, there are 288 beds at hospitals.

A plurality of respondents (40.2%) work at a facility that serves a suburban community; 30.1% work in an urban setting, and 29.7% work in a rural setting.

The average facility performs 61,225 procedures per year, and sees 30,374 patients per year. This yields an average 2.02 procedures per patient. There is a very strong

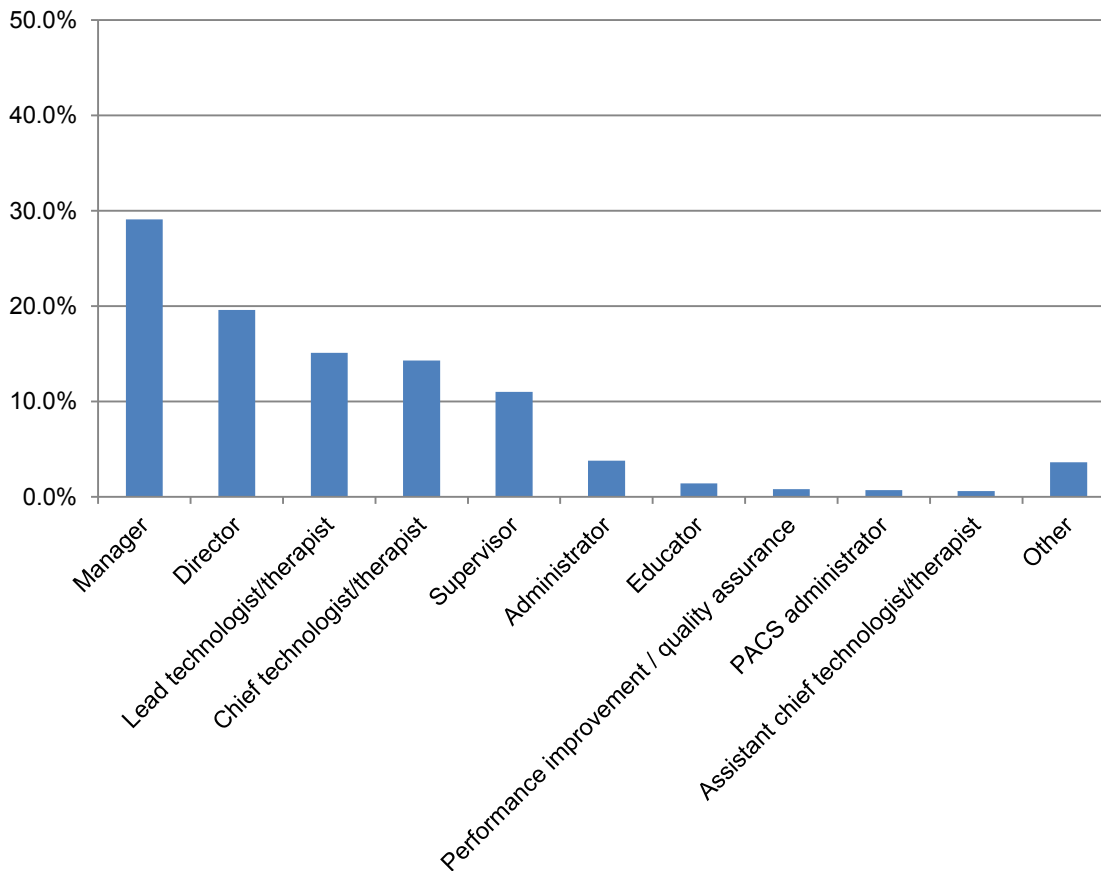
correlation between number of procedures per year and number of patients per year,  $r(478) = .925, p < .001$ .

## Personal Demographics

### What is your primary job title?

	Frequency	Valid Percent
Manager	303	29.1%
Director	204	19.6%
Lead technologist/therapist	157	15.1%
Chief technologist/therapist	149	14.3%
Supervisor	114	11.0%
Administrator	40	3.8%
Educator	15	1.4%
Performance improvement / quality assurance	8	0.8%
PACS administrator	7	0.7%
Assistant chief technologist/therapist	6	0.6%
Other	37	3.6%
<b>Total</b>	<b>1040</b>	<b>100.0%</b>

### What is your primary job title?



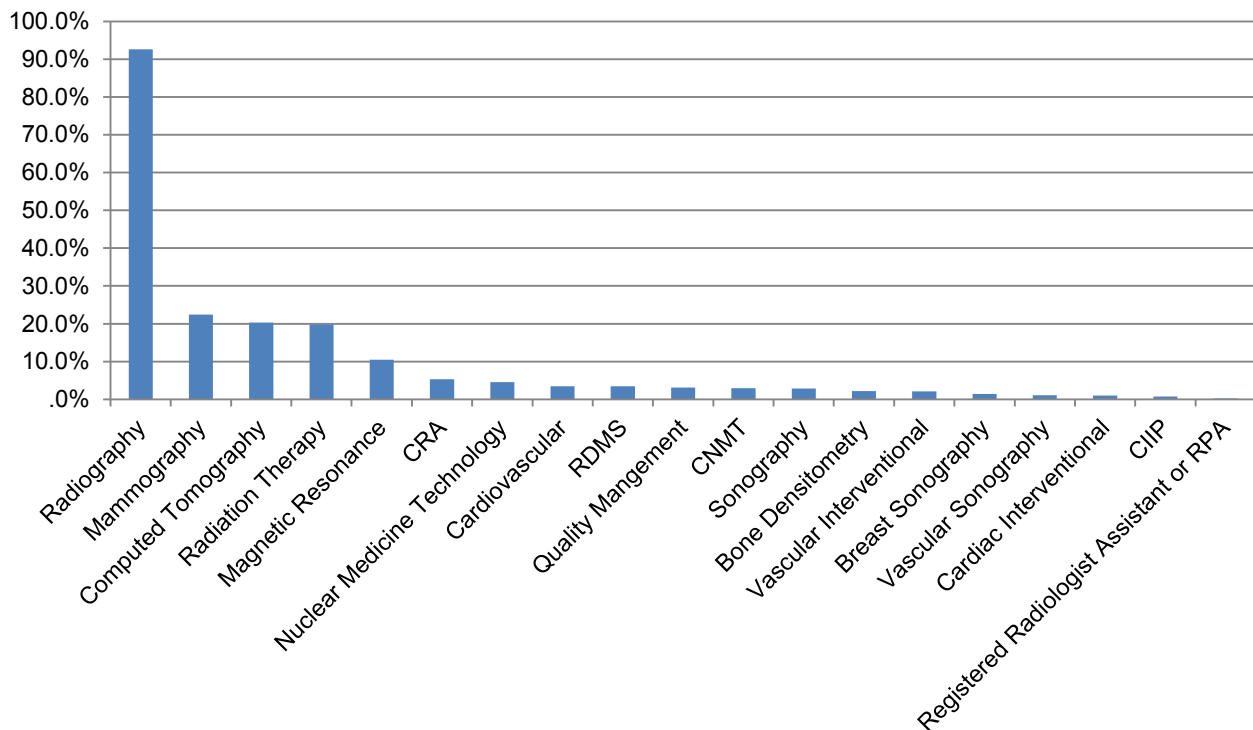
### What certifications and credentials in the radiologic sciences do you hold?

	N	Percent of Cases
Radiography	963	92.6%
Mammography	233	22.4%
Computed Tomography	211	20.3%
Radiation Therapy	206	19.8%
Magnetic Resonance	109	10.5%
CRA	55	5.3%
Nuclear Medicine Technology	47	4.5%
Cardiovascular	36	3.5%
RDMS	36	3.5%
Quality Management	32	3.1%
CNMT	31	3.0%
Sonography	30	2.9%
Bone Densitometry	23	2.2%
Vascular Interventional	22	2.1%
Breast Sonography	15	1.4%
Vascular Sonography	11	1.1%
Cardiac Interventional	10	1.0%
CIIP	8	.8%
Registered Radiologist Assistant or RPA	2	.2%

### Number of Certifications Held

N	Mean	SD	5 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	95 <sup>th</sup> Percentile
1040	2.0	1.0	1.0	1.2	1.9	2.7	3.9

### What certifications and credentials in the radiologic sciences do you hold?

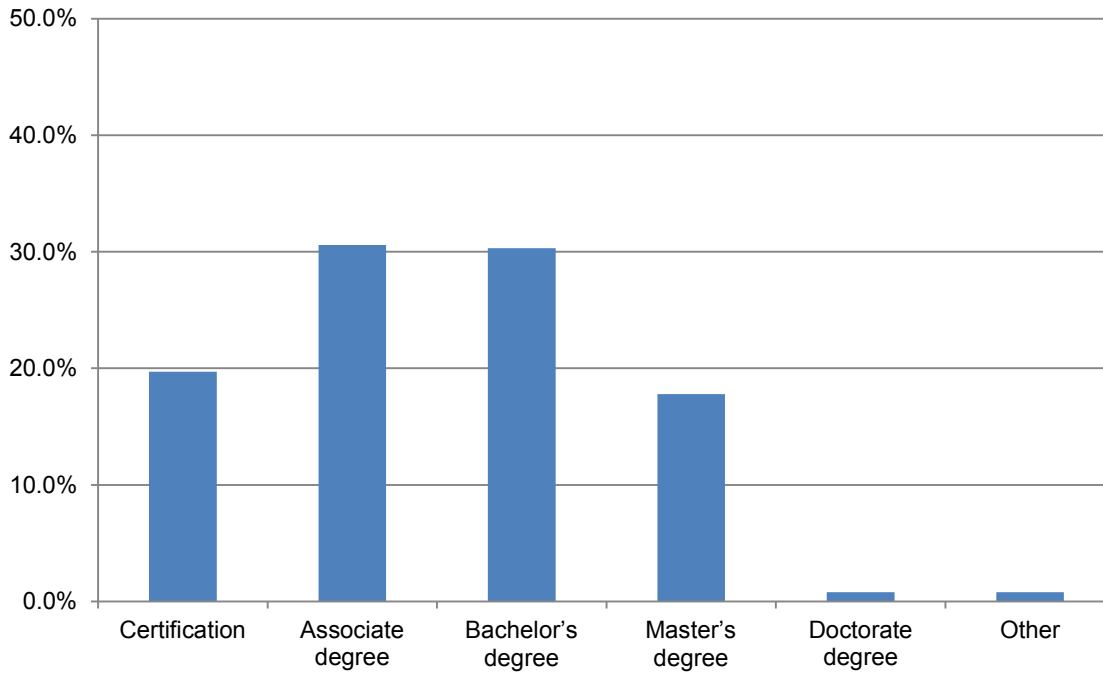




**What is the highest level of education you have achieved?**

	Frequency	Valid Percent
Certification	204	19.7%
Associate degree	316	30.6%
Bachelor's degree	313	30.3%
Master's degree	184	17.8%
Doctorate degree	8	0.8%
Other	8	0.8%
<b>Total</b>	<b>1033</b>	<b>100.0%</b>

**What is the highest level of education you have achieved?**



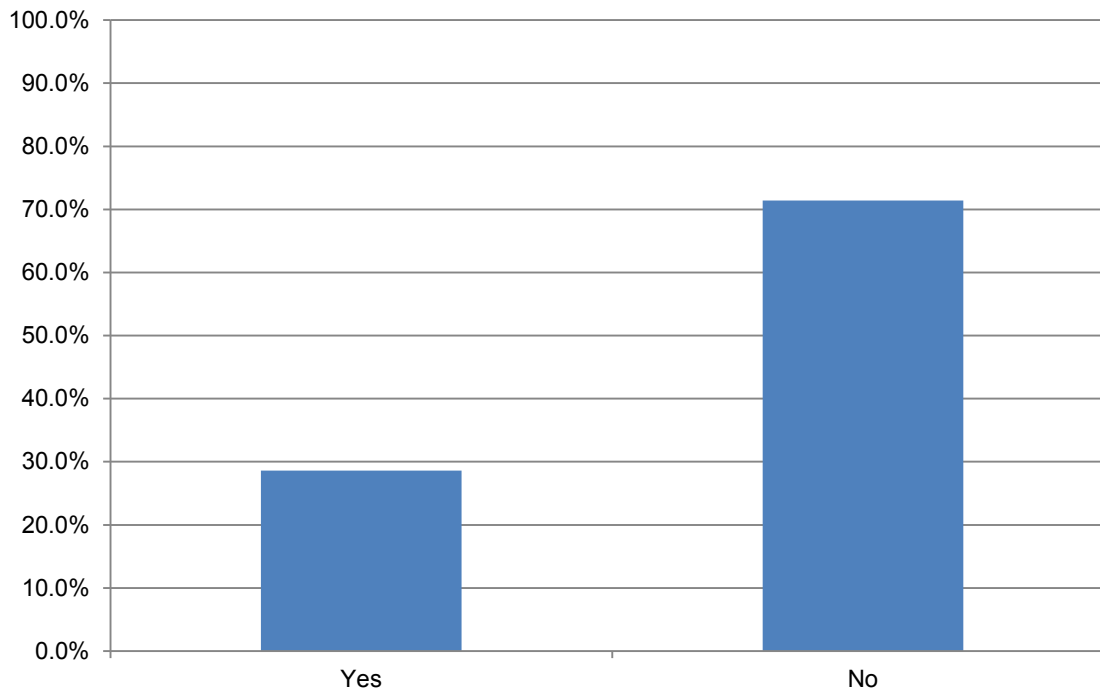
### Years of Experience

	N	Mean	SD	5 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	95 <sup>th</sup> Percentile
<b>In the radiologic sciences</b>	1032	26	10	8	19	26	34	41
<b>As a supervisor</b>	1021	14	9	2	7	13	29	32

### Do you receive an annual bonus based on performance?

	Frequency	Valid Percent
Yes	297	28.6%
No	740	71.4%
<b>Total</b>	<b>1037</b>	<b>100.0%</b>

### Do you receive an annual bonus based on performance?



### Bonus Amount (applies only to those who said they received a bonus):

	N	Mean	SD	5 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	95 <sup>th</sup> Percentile
<b>Bonus as a percentage</b>	77	3.85%	4.52%	-	1.81%	2.77%	3.74%	14.12%
<b>Bonus as a dollar figure</b>	183	\$5,681	\$6,107	\$254	\$1517	\$3787	\$7825	\$18,350

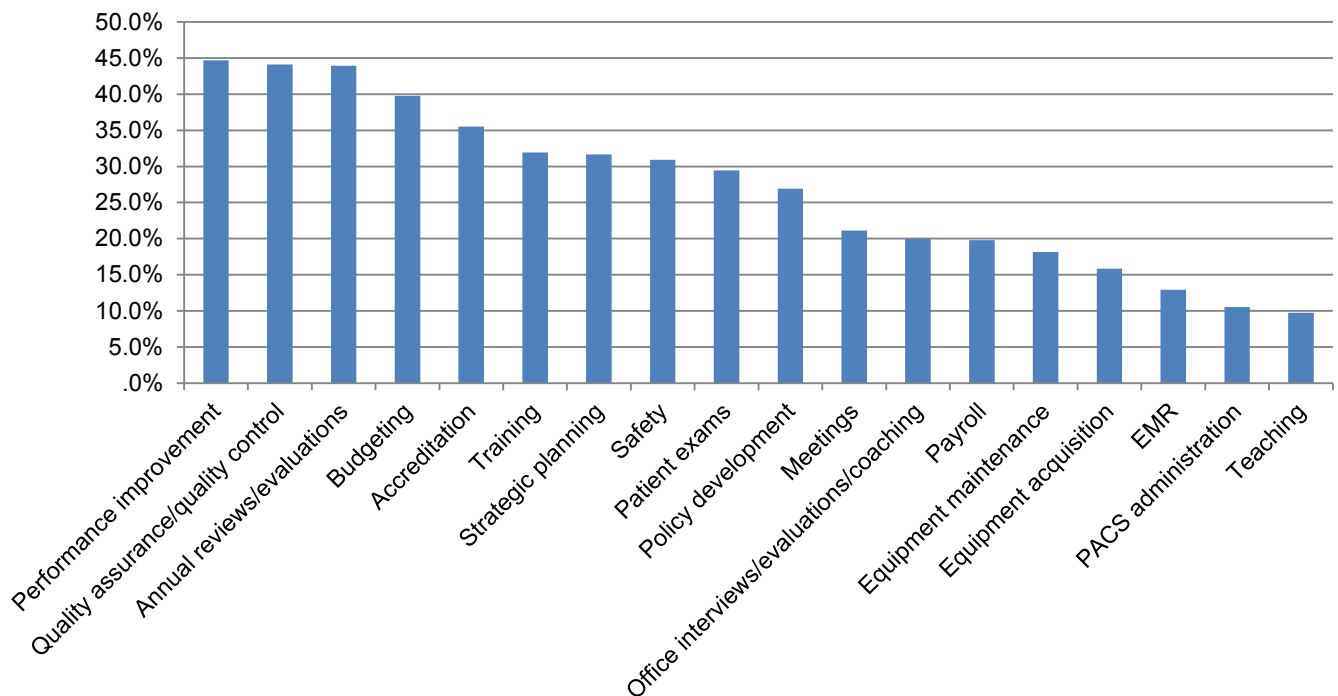
Note: Some respondents gave their bonus in absolute dollar amount while others gave a percentage of their base salary.

## Job Activities

What are your five most important job functions? (check five that apply)

	N	Percent of Cases
Performance improvement	463	44.7%
Quality assurance/quality control	457	44.1%
Annual reviews/evaluations	455	43.9%
Budgeting	412	39.8%
Accreditation	368	35.5%
Training	331	31.9%
Strategic planning	328	31.7%
Safety	320	30.9%
Patient exams	305	29.4%
Policy development	279	26.9%
Meetings	219	21.1%
Office interviews/evaluations/coaching	207	20.0%
Payroll	205	19.8%
Equipment maintenance	188	18.1%
Equipment acquisition	164	15.8%
EMR	134	12.9%
PACS administration	109	10.5%
Teaching	101	9.7%

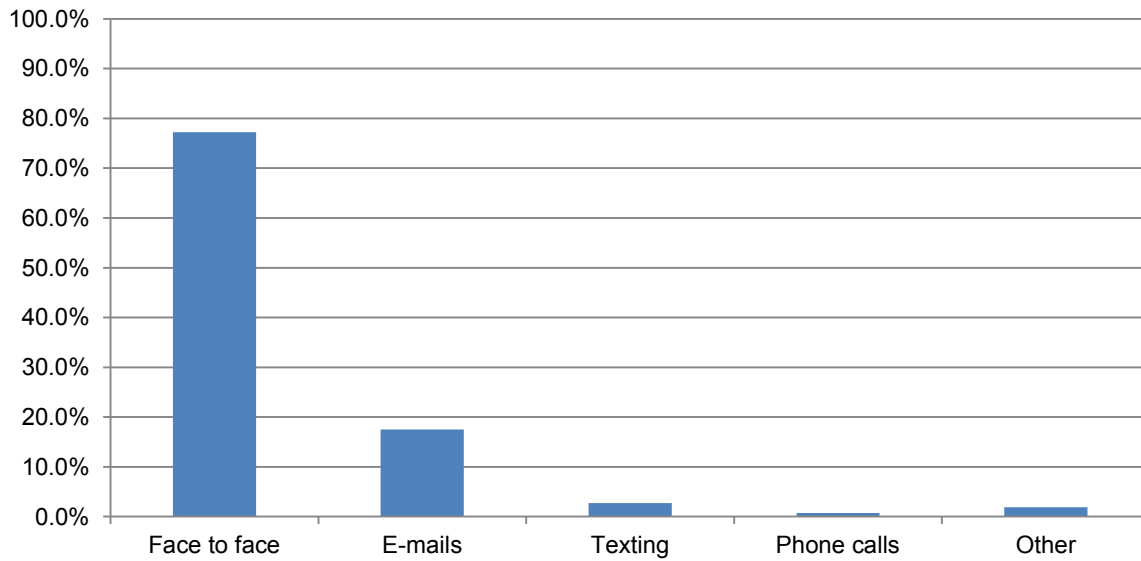
What are your five most important job functions? (check five that apply)



**What have you found to be the most effective way to communicate with staff?**

	Frequency	Valid Percent
Face to face	800	77.2%
E-mails	181	17.5%
Texting	28	2.7%
Phone calls	7	0.7%
Other	20	1.9%
<b>Total</b>	<b>1036</b>	<b>100.0%</b>

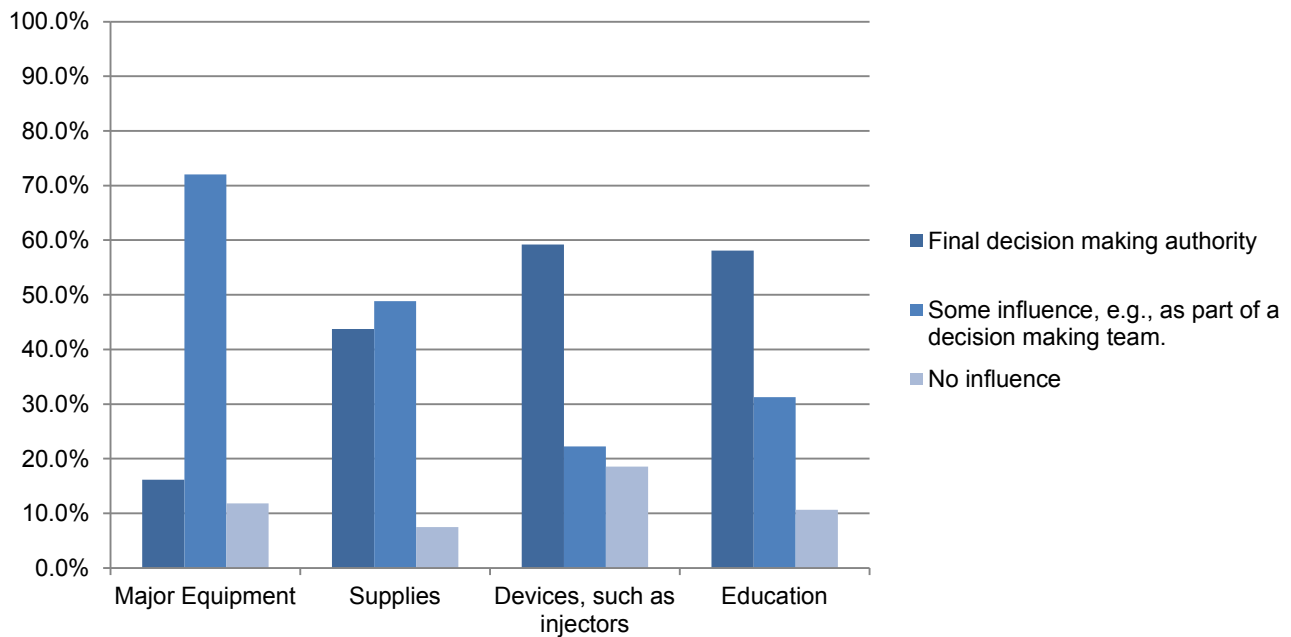
**What have you found to be the most effective way to communicate with staff?**



### What is your level of influence in the decision to purchase the following items for your department?

		Major Equipment	Supplies	Devices, such as injectors	Education
Final decision making authority	Frequency	165	446	600	591
	Percent	16.1%	43.7%	59.2%	58.1%
Some influence, e.g., as part of a decision making team.	Frequency	737	498	225	318
	Percent	72.0%	48.8%	22.2%	31.3%
No influence	Frequency	121	76	188	108
	Percent	11.8%	7.5%	18.6%	10.6%
<b>Total</b>	<b>Frequency</b>	<b>1023</b>	<b>1020</b>	<b>1013</b>	<b>1017</b>
	<b>Percent</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

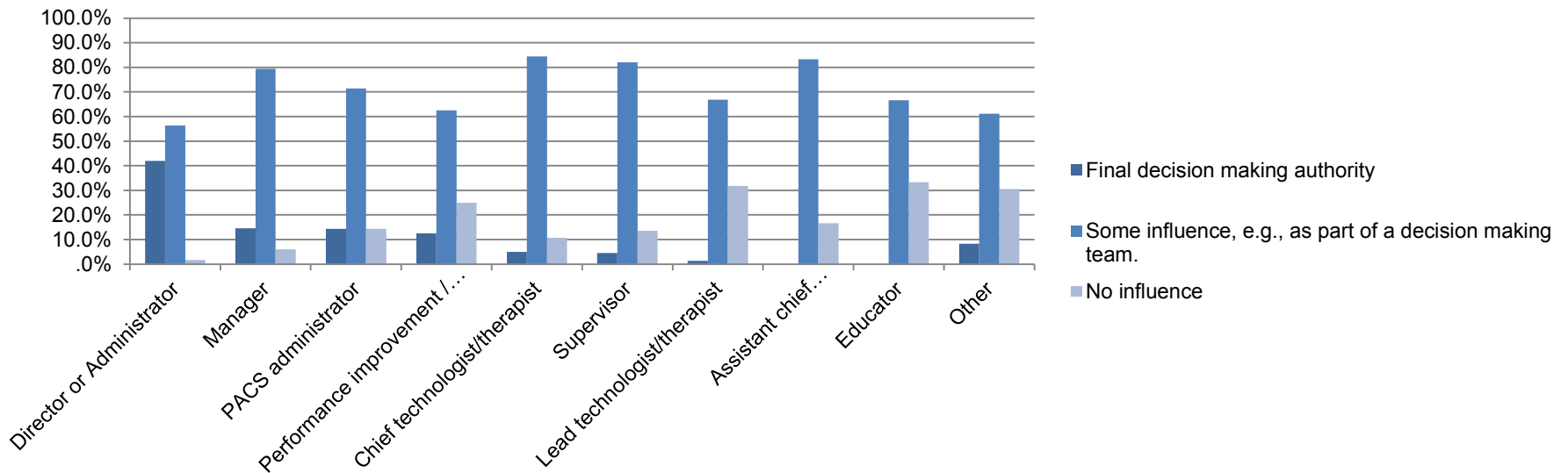
### What is your level of influence in the decision to purchase the following items for your department?



**Major Equipment - What is your level of influence in the decision to purchase the following items for your department? by Primary Job Title**

		Director or Administrator	Manager	PACS administrator	Performance improvement / quality assurance	Chief technologist/therapist	Supervisor	Lead technologist/therapist	Assistant chief technologist/therapist	Educator	Other	Overall
Final decision making authority	N	102	44	1	1	7	5	2	0	0	3	165
	%	42.0%	14.6%	14.3%	12.5%	5.0%	4.5%	1.3%	.0%	.0%	8.3%	16.1%
Some influence, e.g., as part of a decision making team.	N	137	240	5	5	119	91	103	5	10	22	737
	%	56.4%	79.5%	71.4%	62.5%	84.4%	82.0%	66.9%	83.3%	66.7%	61.1%	72.0%
No influence	N	4	18	1	2	15	15	49	1	5	11	121
	%	1.6%	6.0%	14.3%	25.0%	10.6%	13.5%	31.8%	16.7%	33.3%	30.6%	11.8%
Total	N	243	302	7	8	141	111	154	6	15	36	1023
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

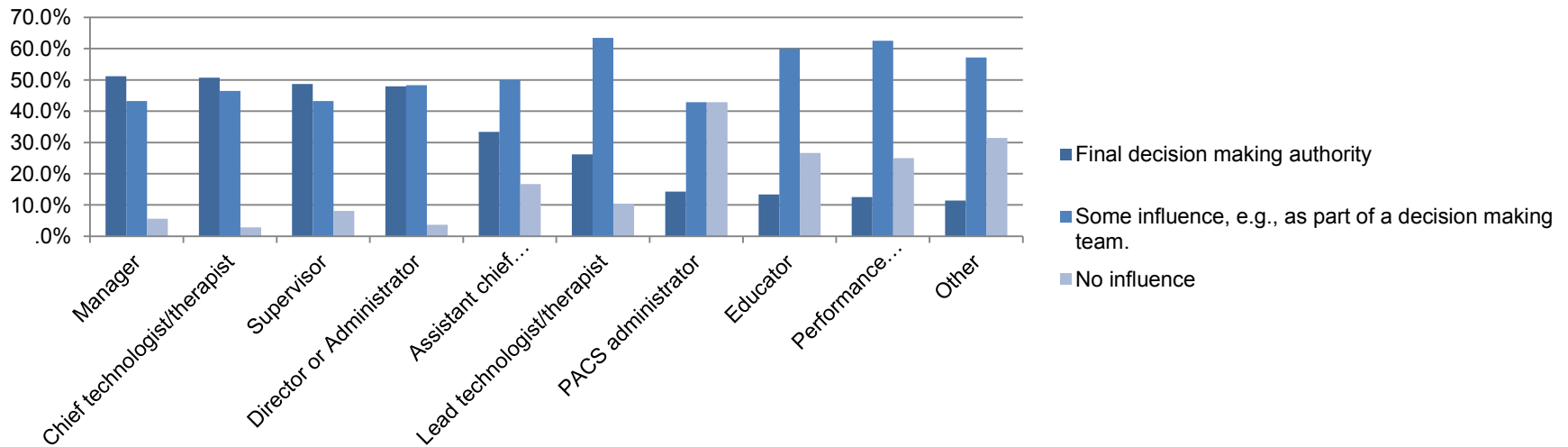
**Major Equipment - What is your level of influence in the decision to purchase the following items for your department? by Primary Job Title**



**Supplies - What is your level of influence in the decision to purchase the following items for your department? by Primary Job Title**

		Manager	Chief technologist/therapist	Supervisor	Director o Administrator	Assistant chief technologist/therapist	Lead technologist/therapist	PACS administrator	Educator	Performance improvement / quality assurance	Other	Overall
Final decision making authority	N	154	72	54	116	2	40	1	2	1	4	446
	%	51.2%	50.7%	48.6%	47.9%	33.3%	26.1%	14.3%	13.3%	12.5%	11.4%	43.7%
Some influence, e.g., as part of a decision making team.	N	130	66	48	117	3	97	3	9	5	20	498
	%	43.2%	46.5%	43.2%	48.3%	50.0%	63.4%	42.9%	60.0%	62.5%	57.1%	48.8%
No influence	N	17	4	9	9	1	16	3	4	2	11	76
	%	5.6%	2.8%	8.1%	3.7%	16.7%	10.5%	42.9%	26.7%	25.0%	31.4%	7.5%
Total	N	301	142	111	242	6	153	7	15	8	35	1020
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

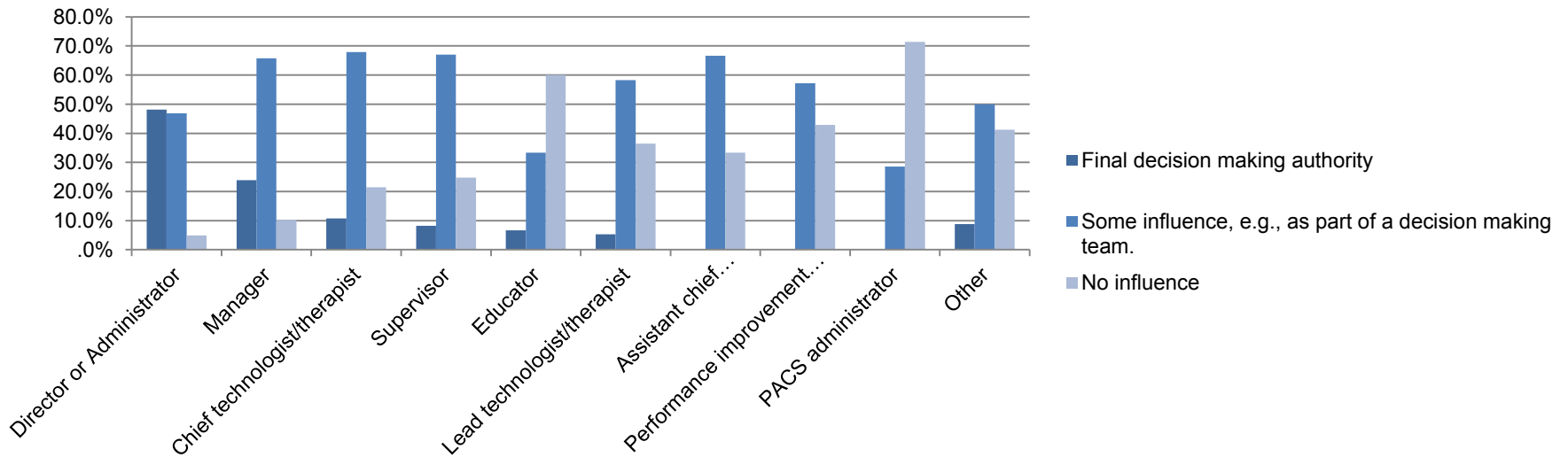
**Supplies - What is your level of influence in the decision to purchase the following items for your department? By Primary Job Title**



**Devices, such as injectors - What is your level of influence in the decision to purchase the following items for your department? by Primary Job Title**

		Director or Administrator	Manager	Chief technologists t/therapist	Supervisor	Educator	Lead technologist/ therapist	Assistant chief technologist/ therapist	Performance improvement / quality assurance	PACS administrator	Other	Overall
Final decision making authority	N	117	72	15	9	1	8	0	0	0	3	225
	%	48.1%	23.9%	10.7%	8.3%	6.7%	5.3%	.0%	.0%	.0%	8.8%	22.2%
Some influence, e.g., as part of a decision making team.	N	114	198	95	73	5	88	4	4	2	17	600
	%	46.9%	65.8%	67.9%	67.0%	33.3%	58.3%	66.7%	57.1%	28.6%	50.0%	59.2%
No influence	N	12	31	30	27	9	55	2	3	5	14	188
	%	4.9%	10.3%	21.4%	24.8%	60.0%	36.4%	33.3%	42.9%	71.4%	41.2%	18.6%
Total	N	243	301	140	109	15	151	6	7	7	34	1013
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Devices, such as injectors - What is your level of influence in the decision to purchase the following items for your department? by Primary Job Title**

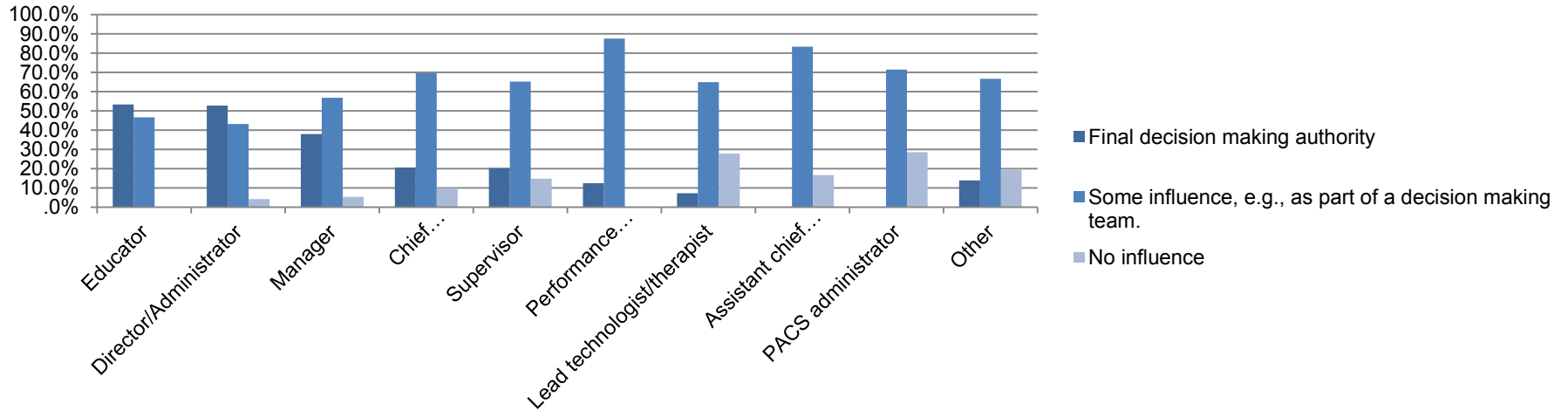




**Education - What is your level of influence in the decision to purchase the following items for your department? by Primary Job Title**

		Educator	Director or Administrator	Manager	Chief technologist/therapist	Supervisor	Performance improvement / quality assurance	Lead technologist/therapist	Assistant chief technologist/therapist	PACS administrator	Other	Overall
Final decision making authority	N	8	128	114	29	22	1	11	0	0	5	318
	%	53.3%	52.7%	37.9%	20.6%	20.2%	12.5%	7.3%	.0%	.0%	13.9%	31.3%
Some influence, e.g., as part of a decision making team.	N	7	105	171	98	71	7	98	5	5	24	591
	%	46.7%	43.2%	56.8%	69.5%	65.1%	87.5%	64.9%	83.3%	71.4%	66.7%	58.1%
No influence	N	0	10	16	14	16	0	42	1	2	7	108
	%	.0%	4.1%	5.3%	9.9%	14.7%	.0%	27.8%	16.7%	28.6%	19.4%	10.6%
Total	N	15	243	301	141	109	8	151	6	7	36	1017
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Education - What is your level of influence in the decision to purchase the following items for your department? by Primary Job Title**

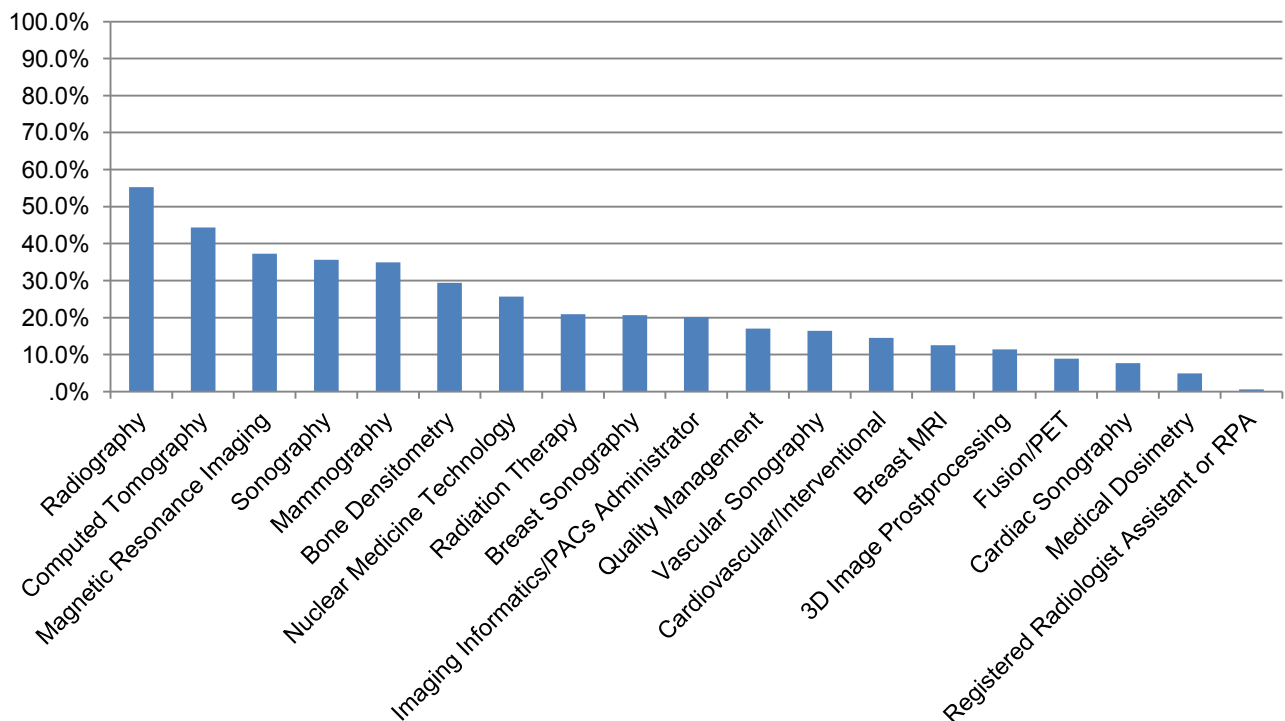


## Personnel Demographics

Which of the following modalities or tasks do you currently supervise or manage?

	N	Percent of Cases
Radiography	555	55.3%
Computed Tomography	445	44.3%
Magnetic Resonance Imaging	374	37.3%
Sonography	358	35.7%
Mammography	351	35.0%
Bone Densitometry	295	29.4%
Nuclear Medicine Technology	258	25.7%
Radiation Therapy	210	20.9%
Breast Sonography	207	20.6%
Imaging Informatics/PACs Administrator	202	20.1%
Quality Management	171	17.0%
Vascular Sonography	165	16.4%
Cardiovascular/Interventional	146	14.5%
Breast MRI	126	12.5%
3D Image Prostprocessing	114	11.4%
Fusion/PET	89	8.9%
Cardiac Sonography	77	7.7%
Medical Dosimetry	49	4.9%
Registered Radiologist Assistant or RPA	6	.6%

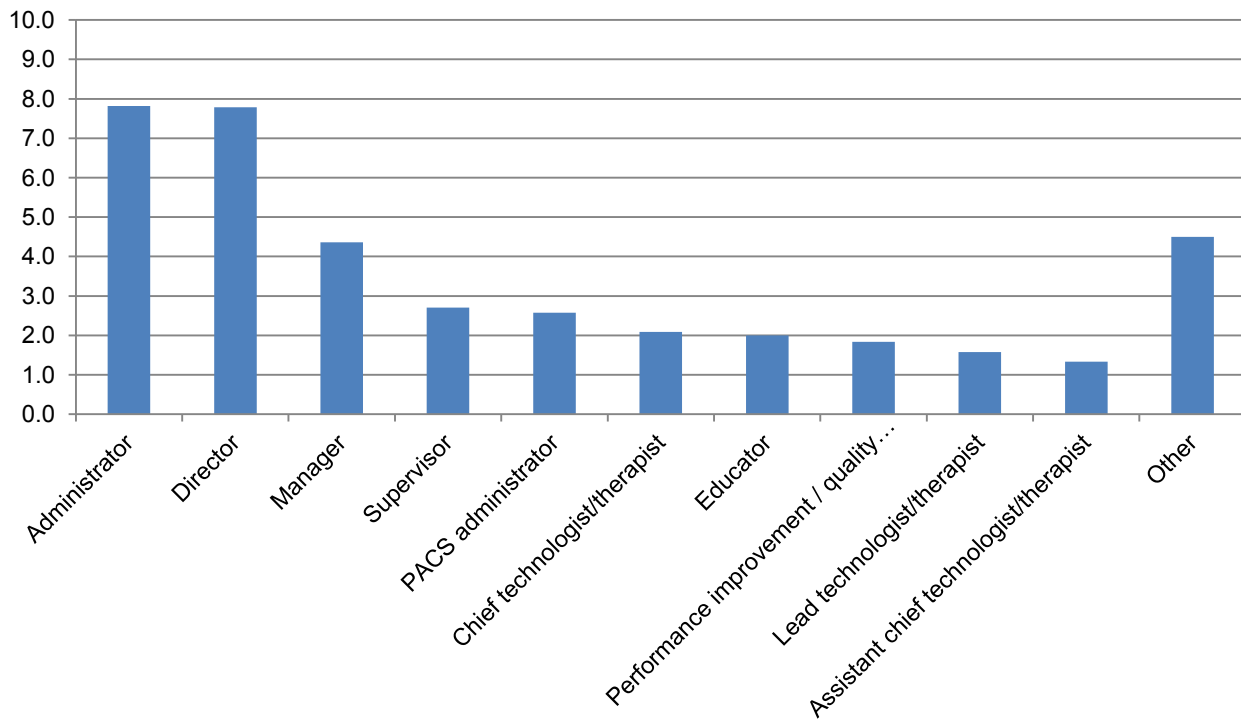
Which of the following modalities or tasks do you currently supervise or manage?



### Mean number of modalities managed by Primary Job Title

	<b>N</b>	<b>Mean</b>	<b>SD</b>
Administrator	39	7.8	5.4
Director	197	7.8	4.6
Manager	294	4.4	3.6
Supervisor	112	2.7	2.2
PACS administrator	7	2.6	3.4
Chief technologist/therapist	145	2.1	2.2
Educator	11	2.0	1.7
Performance improvement / quality assurance	6	1.8	2.0
Lead technologist/therapist	142	1.6	1.2
Assistant chief technologist/therapist	6	1.3	0.5
Other	24	4.5	5.0
<b>Total</b>	<b>983</b>	<b>4.2</b>	<b>4.1</b>

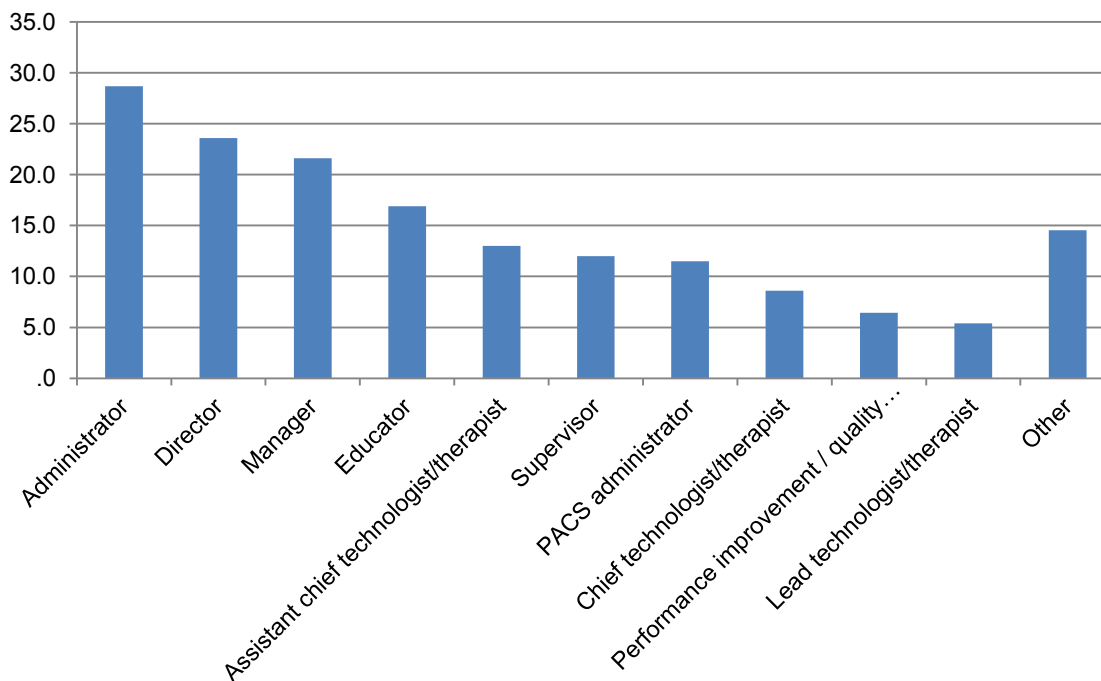
**Mean Number of modalities managed by job title:**



### Mean number of direct reports by Primary Job Title

	<b>N</b>	<b>Mean</b>	<b>SD</b>
Administrator	40	28.7	94.1
Director	196	23.6	28.4
Manager	293	21.6	22.6
Educator	11	16.9	16.5
Assistant chief technologist/therapist	6	13.0	12.8
Supervisor	111	12.0	10.4
PACS administrator	6	11.5	19.2
Chief technologist/therapist	141	8.6	14.0
Performance improvement / quality assurance	8	6.4	12.1
Lead technologist/therapist	136	5.4	7.9
Other	33	14.5	57.1
<b>Total</b>	<b>981</b>	<b>16.6</b>	<b>29.7</b>

### Mean number of direct reports by Job Title



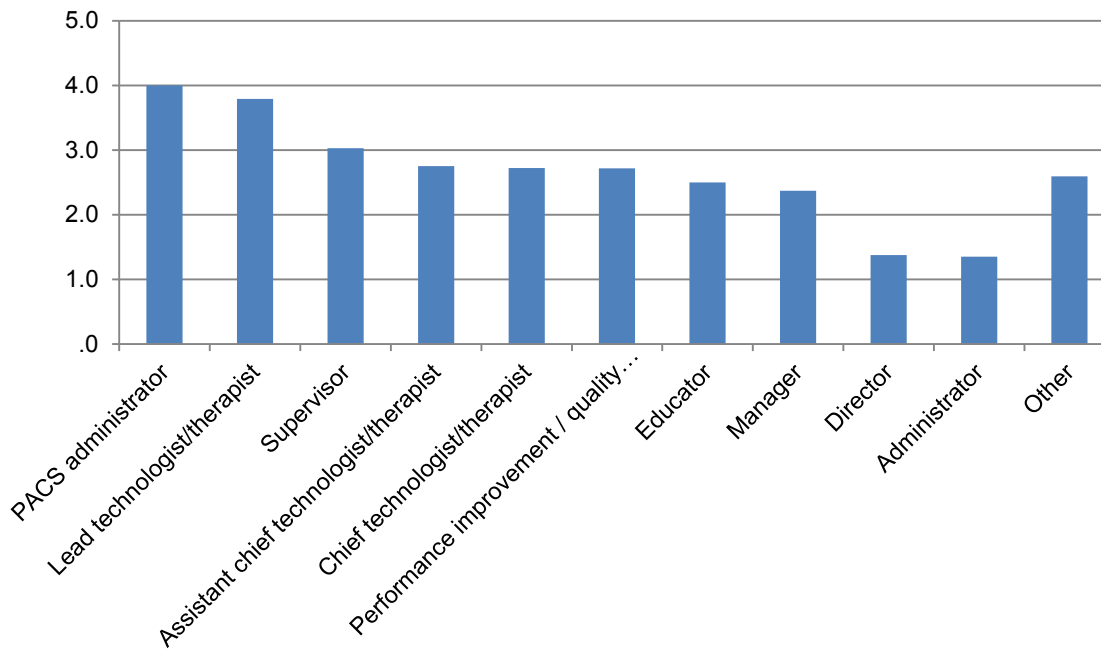
### How many FTEs are in your department?

<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>5<sup>th</sup> Percentile</b>	<b>25<sup>th</sup> Percentile</b>	<b>50<sup>th</sup> Percentile</b>	<b>75<sup>th</sup> Percentile</b>	<b>95<sup>th</sup> Percentile</b>
989	40.7	112.7	1.5	6.0	15.6	41.3	149.5

### Mean number of positions (levels) between you and the CEO by Primary Job Title

	Mean	N	SD
PACS administrator	4.0	5	1.6
Lead technologist/therapist	3.8	115	2.6
Supervisor	3.0	107	2.9
Assistant chief technologist/therapist	2.8	4	1.0
Chief technologist/therapist	2.7	122	2.3
Performance improvement / quality assurance	2.7	7	1.0
Educator	2.5	12	1.7
Manager	2.4	285	2.2
Director	1.4	194	1.1
Administrator	1.4	40	1.2
Other	2.6	27	2.3
<b>Total</b>	<b>2.4</b>	<b>918</b>	<b>2.2</b>

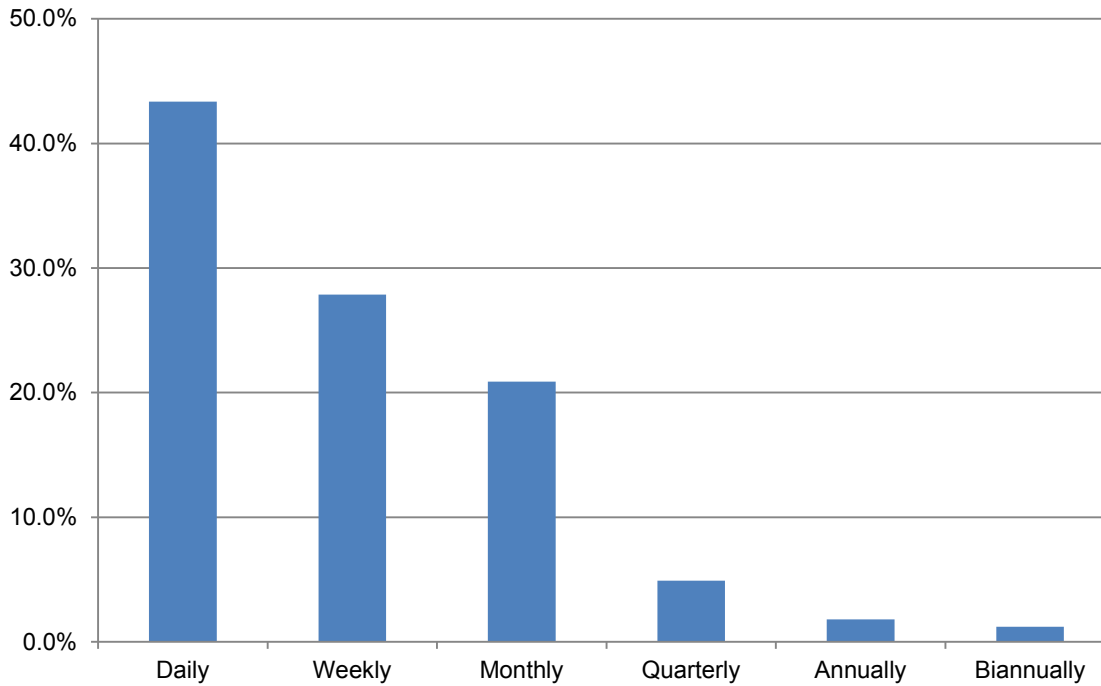
### Mean number of positions (levels) between you and the CEO by Job Title



### How often do you meet face to face with your direct reports?

	Frequency	Valid Percent
Daily	434	43.4%
Weekly	279	27.9%
Monthly	209	20.9%
Quarterly	49	4.9%
Annually	18	1.8%
Biannually	12	1.2%
<b>Total</b>	<b>1001</b>	<b>100.0%</b>

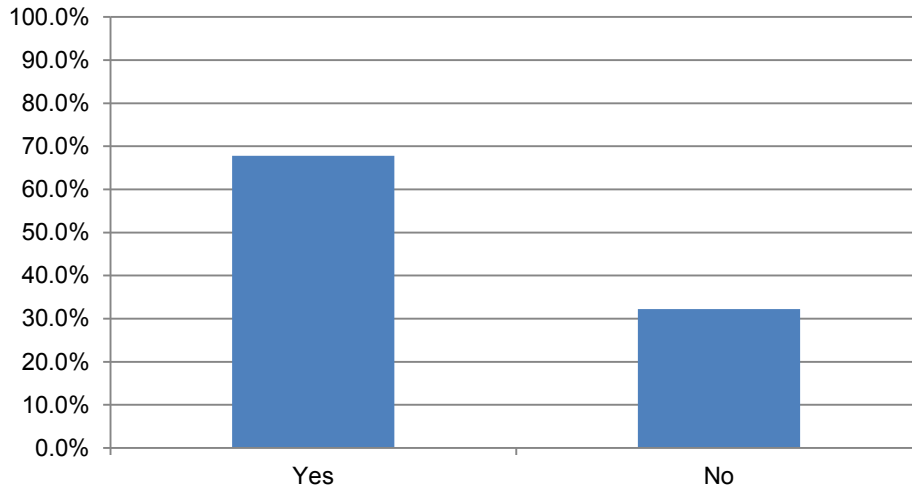
### How often do you meet face to face with your direct reports?



### Is physician satisfaction surveyed?

	Frequency	Valid Percent
Yes	682	67.8%
No	324	32.2%
<b>Total</b>	<b>1006</b>	<b>100.0%</b>

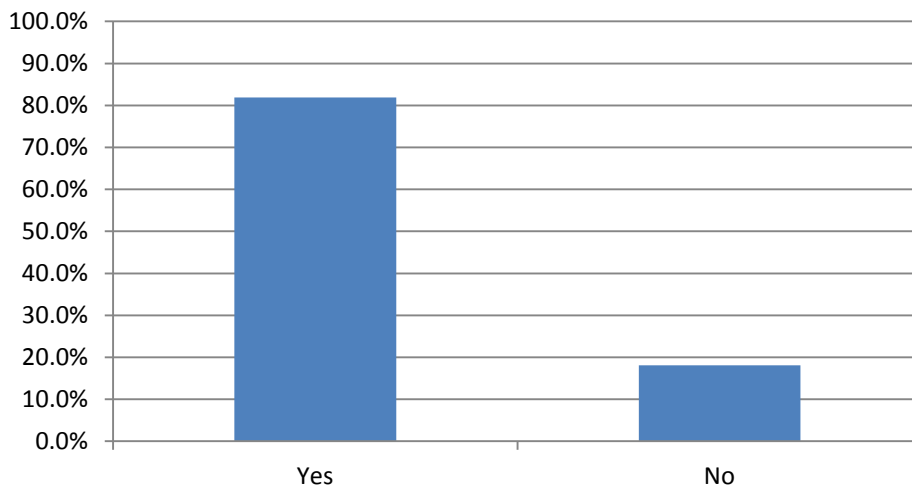
### Is physician satisfaction surveyed?



### Is employee satisfaction surveyed?

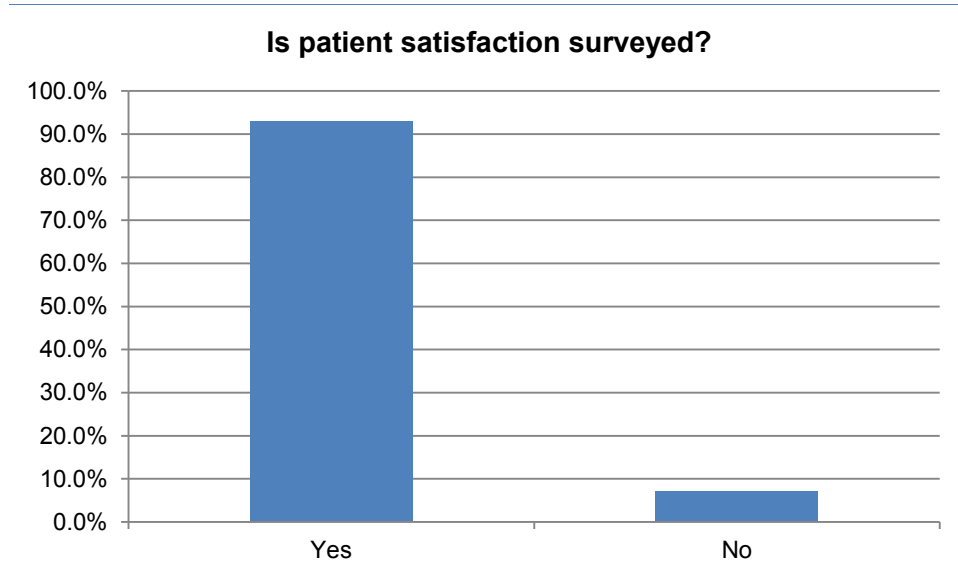
	Frequency	Valid Percent
Yes	823	81.9%
No	182	18.1%
<b>Total</b>	<b>1005</b>	<b>100.0%</b>

### Is employee satisfaction surveyed?



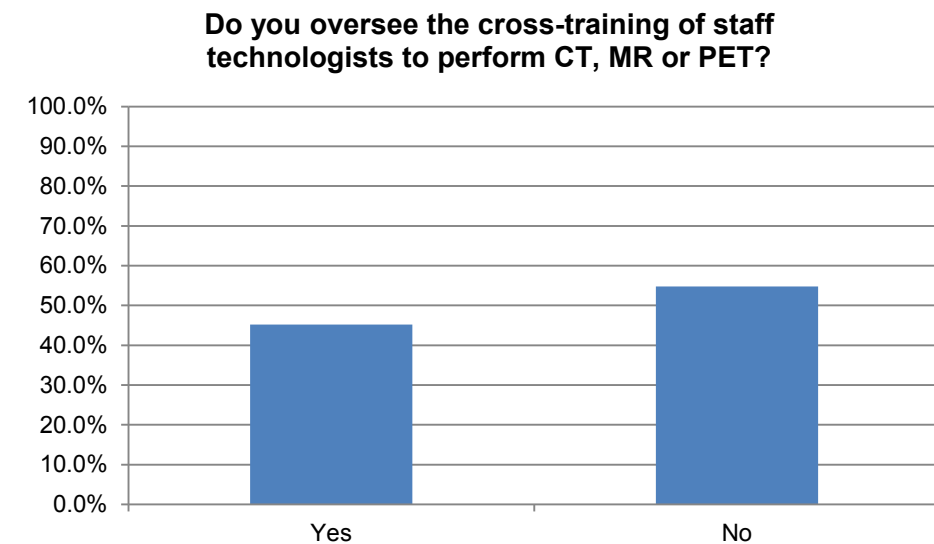
**Is patient satisfaction surveyed?**

	Frequency	Valid Percent
Yes	944	93.0%
No	71	7.0%
<b>Total</b>	<b>1015</b>	<b>100.0%</b>



**Do you oversee the cross-training of staff technologists to perform CT, MR or PET?**

	Frequency	Valid Percent
Yes	459	45.2%
No	556	54.8%
<b>Total</b>	<b>1015</b>	<b>100.0%</b>

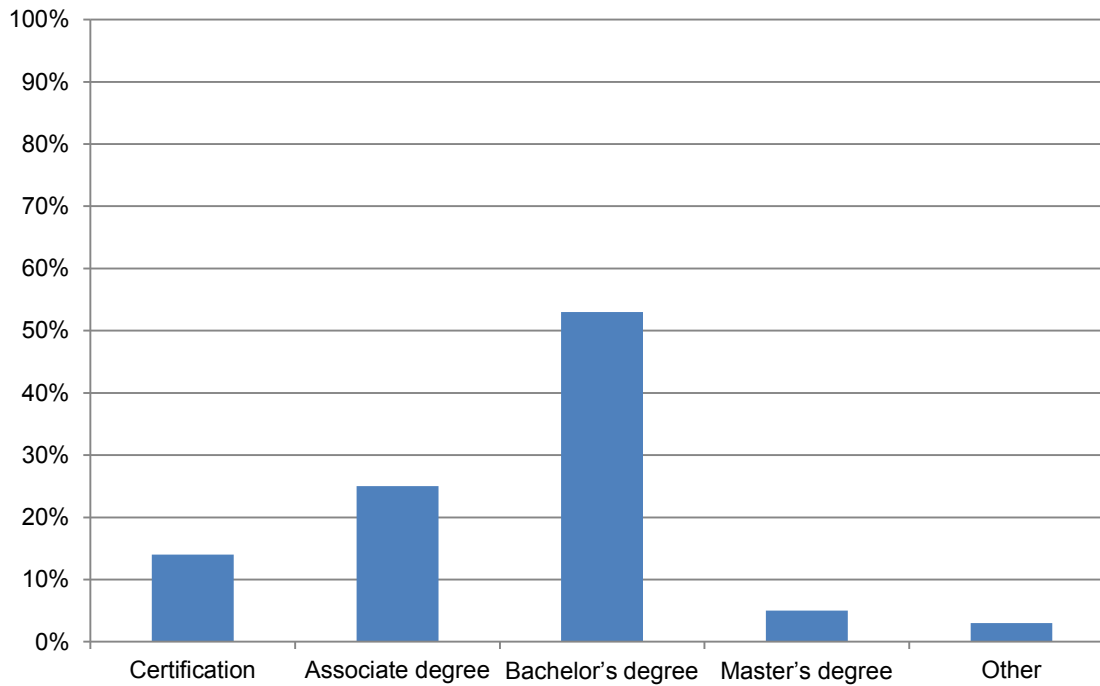




### What minimum level of education should a manager have?

	Frequency	Valid Percent
Certification	141	13.9%
Associate degree	251	24.7%
Bachelor's degree	538	53.0%
Master's degree	55	5.4%
Other	31	3.1%
<b>Total</b>	<b>1016</b>	<b>100%</b>

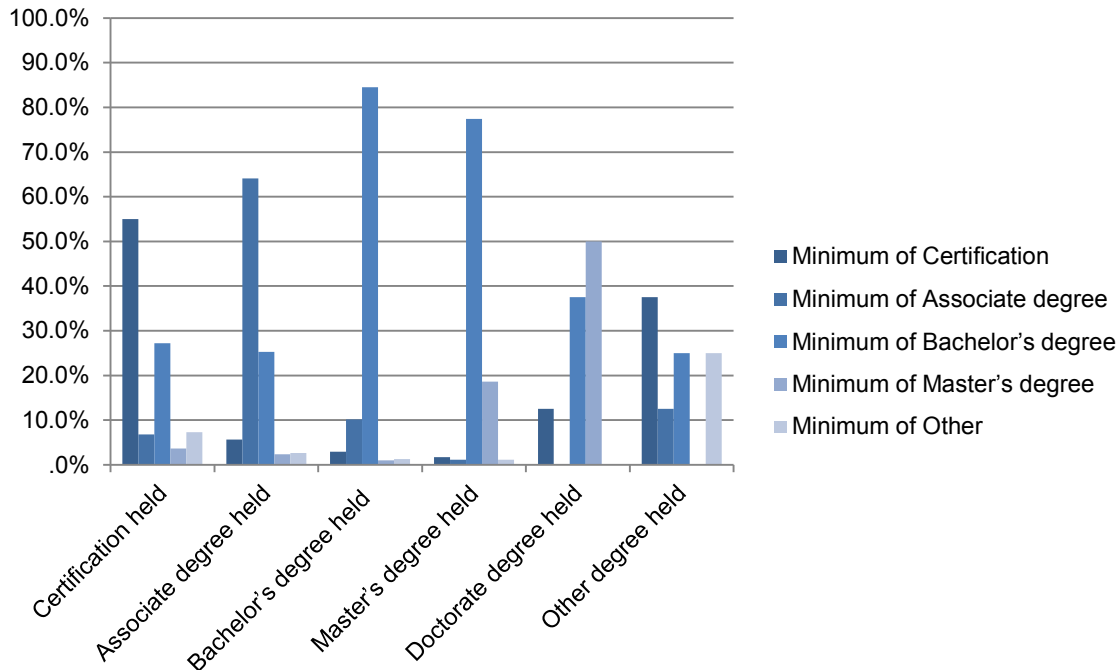
### What minimum level of education should a manager have?



**What minimum level of education should a manager have? by What is the highest level of education you have achieved?**

		Certification held	Associate degree held	Bachelor's degree held	Master's degree held	Doctorate degree held	Other degree held	Overall
Minimum of Certification	N	105	17	9	3	1	3	138
	%	55.0%	5.6%	3.0%	1.7%	12.5%	37.5%	14.0%
Minimum of Associate degree	N	13	193	31	2	0	1	240
	%	6.8%	64.1%	10.2%	1.1%	.0%	12.5%	24.3%
Minimum of Bachelor's degree	N	52	76	257	137	3	2	527
	%	27.2%	25.2%	84.5%	77.4%	37.5%	25.0%	53.3%
Minimum of Master's degree	N	7	7	3	33	4	0	54
	%	3.7%	2.3%	1.0%	18.6%	50.0%	.0%	5.5%
Minimum of Other	N	14	8	4	2	0	2	30
	%	7.3%	2.7%	1.3%	1.1%	.0%	25.0%	3.0%
<b>Total</b>	<b>N</b>	<b>191</b>	<b>301</b>	<b>304</b>	<b>177</b>	<b>8</b>	<b>8</b>	<b>989</b>
	<b>%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**What minimum level of education should a manager? have By What is the highest level of education you have achieved?**



## Facility Demographics

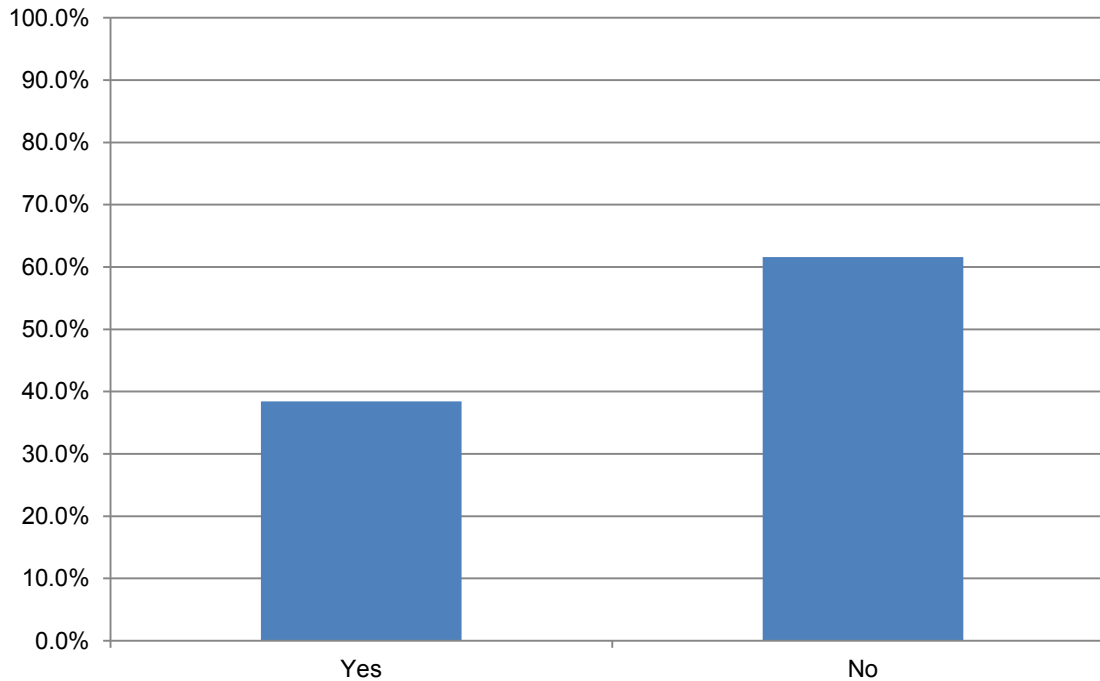
### Budgets

	<b>N</b>	<b>Mean</b>	<b>SD</b>
<b>Operating</b>	355	\$18,394,916	\$86,092,737
<b>Capital</b>	246	\$2,844,709	\$6,570,927
<b>Continuing Education (per employee)</b>	575	\$700	\$2,770

### Do you supervise staff at more than one facility?

	<b>Frequency</b>	<b>Valid Percent</b>
Yes	389	38.4%
No	624	61.6%
<b>Total</b>	<b>1013</b>	<b>100.0%</b>

### Do you supervise staff at more than one facility?



### If you supervise staff at more than one facility, please indicate how many facilities?

	<b>N</b>	<b>Mean</b>	<b>SD</b>
Facilities	381	4.0	4.4

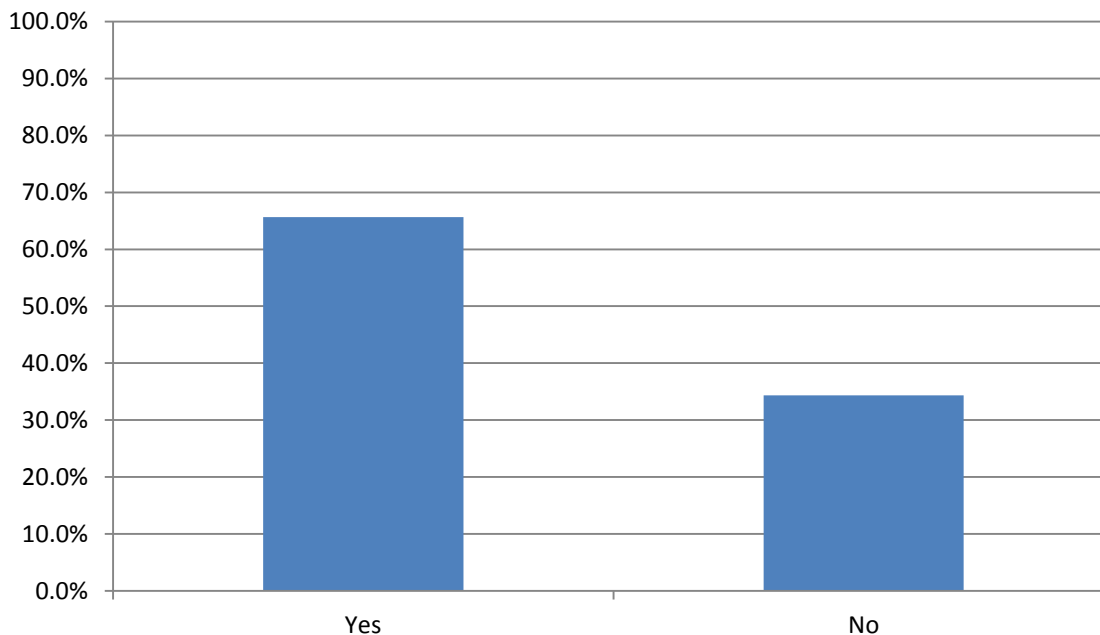
**Mean number of facilities in which you supervise staff and Mean number of FTEs that report directly to you by Primary Job Title**

	N	Mean number of facilities in which you supervise staff	Mean number of FTEs that report directly to you	Mean FTEs per facility
Director/Administrator	123	4.2	30.6	7.3
Educator	6	2.5	17.8	7.1
Manager	121	4.4	30.2	6.9
Supervisor	39	3.0	17.8	5.9
Chief technologist/therapist	37	2.8	15.0	5.4
PACS administrator	2	3.0	7.5	2.5
Lead technologist/therapist	29	3.6	8.8	2.4
Assistant chief technologist/therapist	2	4.5	7.0	1.6
Performance improvement / quality assurance	3	10.7	5.3	0.5
Other	10	6.5	41.3	6.3
<b>Total</b>	<b>372</b>	<b>4.0</b>	<b>25.6</b>	<b>6.4</b>

**Is your facility used as a clinical rotation site for educational programs?**

	Frequency	Valid Percent
Yes	662	65.7%
No	346	34.3%
<b>Total</b>	<b>1008</b>	<b>100.0%</b>

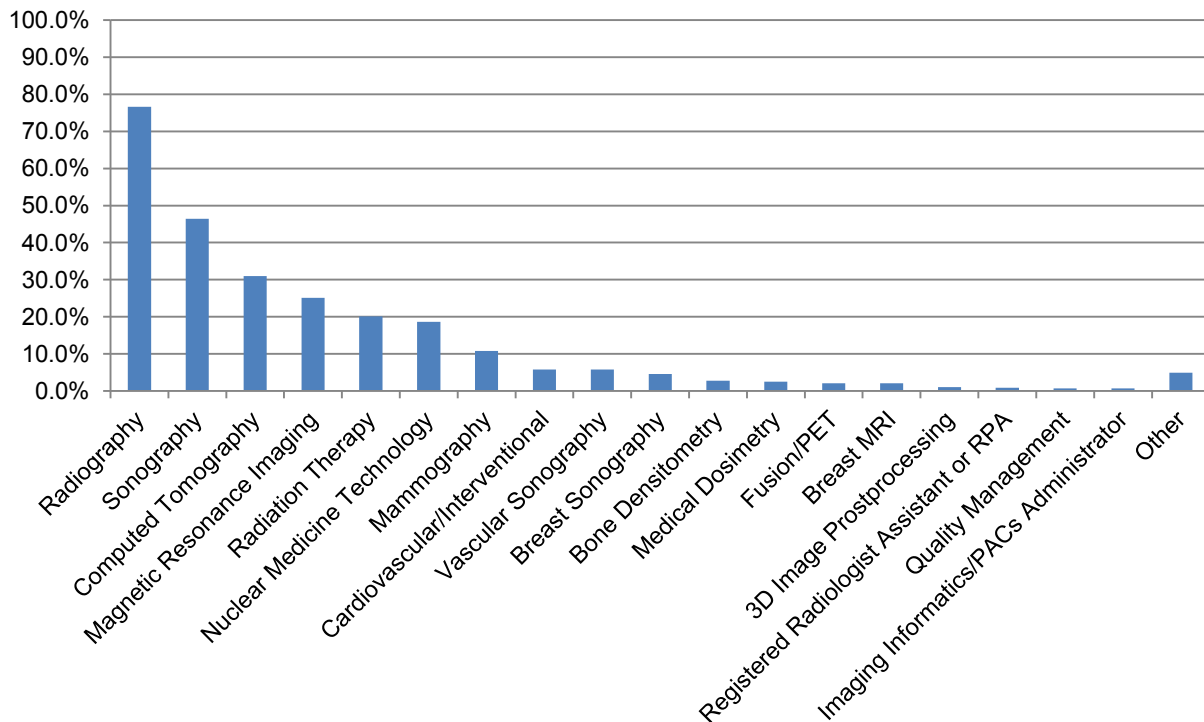
**Is your facility used as a clinical rotation site for educational programs?**



**If your facility is used as a clinical rotation site for educational programs, which modalities are used as a clinical rotation site for educational programs?**

	<b>N</b>	<b>Percent of Cases</b>
Radiography	512	76.6%
Sonography	310	46.4%
Computed Tomography	207	31.0%
Magnetic Resonance Imaging	168	25.1%
Radiation Therapy	134	20.1%
Nuclear Medicine Technology	124	18.6%
Mammography	72	10.8%
Cardiovascular/Interventional	39	5.8%
Vascular Sonography	39	5.8%
Breast Sonography	31	4.6%
Bone Densitometry	19	2.8%
Medical Dosimetry	17	2.5%
Fusion/PET	14	2.1%
Breast MRI	14	2.1%
3D Image Prostprocessing	7	1.0%
Registered Radiologist Assistant or RPA	6	.9%
Quality Management	5	.7%
Imaging Informatics/PACs Administrator	5	.7%
Other	33	4.9%

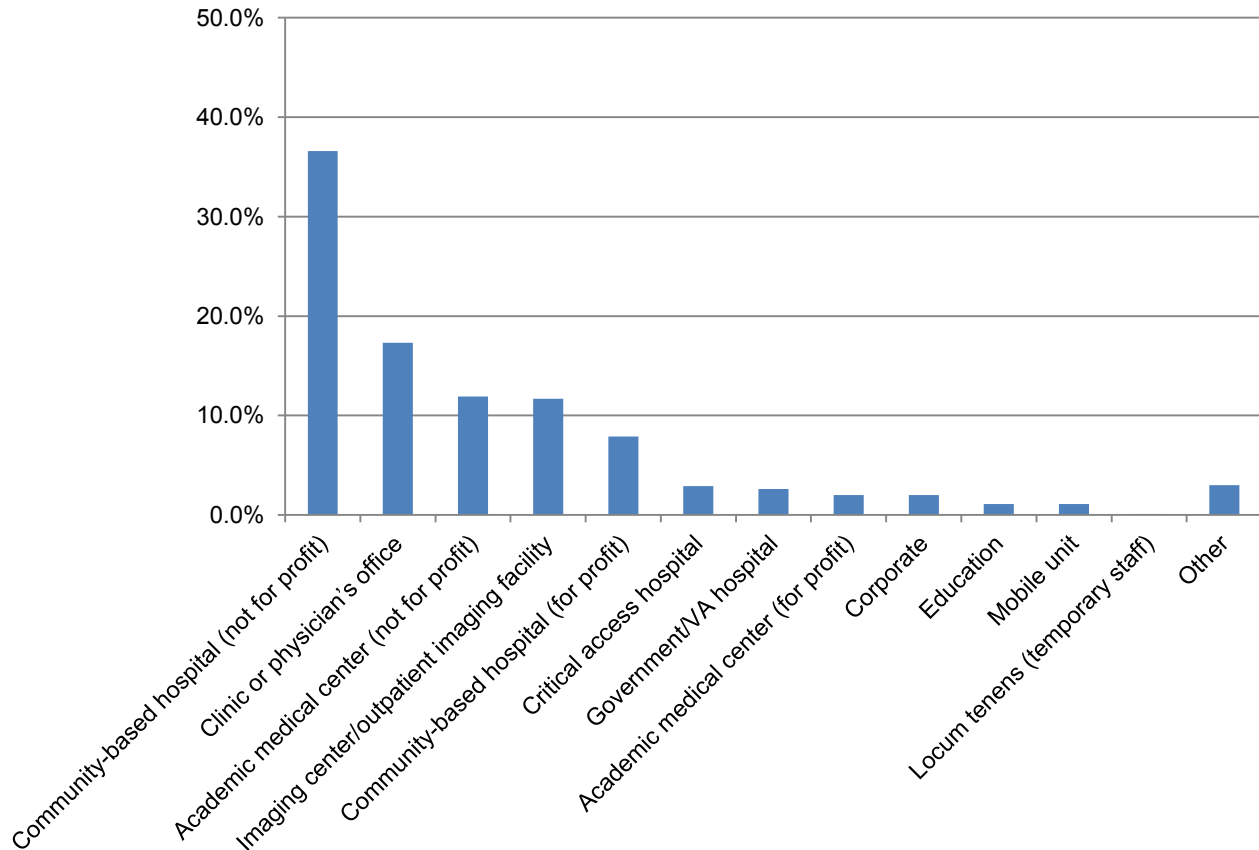
**If your facility is used as a clinical rotation site for educational programs, which modalities are used as a clinical rotation site for educational programs?**



### What is your primary work facility type?

	Frequency	Valid Percent
Community-based hospital (not for profit)	372	36.6%
Clinic or physician's office	176	17.3%
Academic medical center (not for profit)	121	11.9%
Imaging center/outpatient imaging facility	119	11.7%
Community-based hospital (for profit)	80	7.9%
Critical access hospital	29	2.9%
Government/VA hospital	26	2.6%
Academic medical center (for profit)	20	2.0%
Corporate	20	2.0%
Education	11	1.1%
Mobile unit	11	1.1%
Locum tenens (temporary staff)	1	0.1%
Other	31	3.0%
<b>Total</b>	<b>1017</b>	<b>100.0%</b>

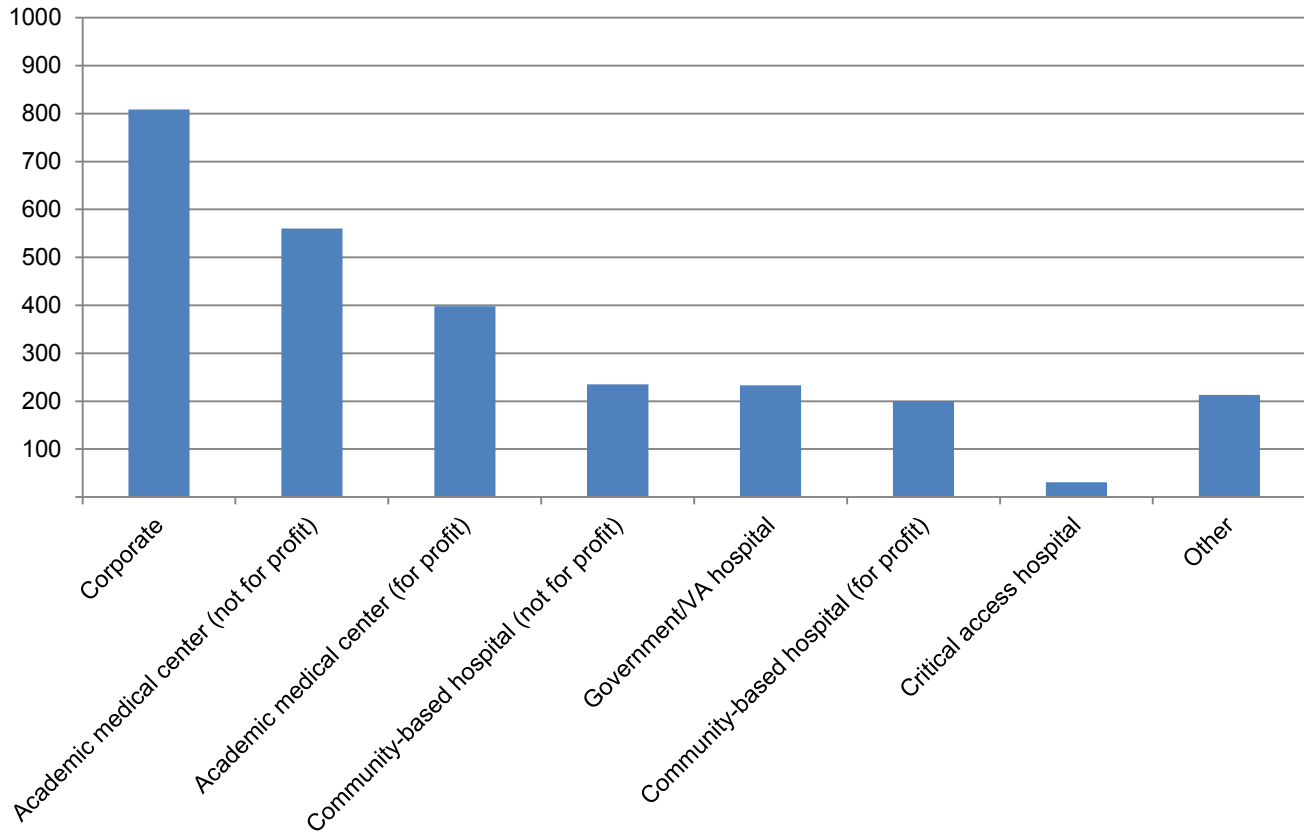
### What is your primary work facility type?



### Mean number of hospital beds by Primary Work Location

	<b>N</b>	<b>Mean</b>	<b>SD</b>
Corporate	5	808	1114
Academic medical center (not for profit)	100	560	319
Academic medical center (for profit)	17	398	240
Community-based hospital (not for profit)	339	235	186
Government/VA hospital	19	233	149
Community-based hospital (for profit)	75	200	142
Critical access hospital	29	31	42
Other	8	213	330
<b>Total</b>	<b>592</b>	<b>288</b>	<b>273</b>

### Mean number of beds by Primary Work Location



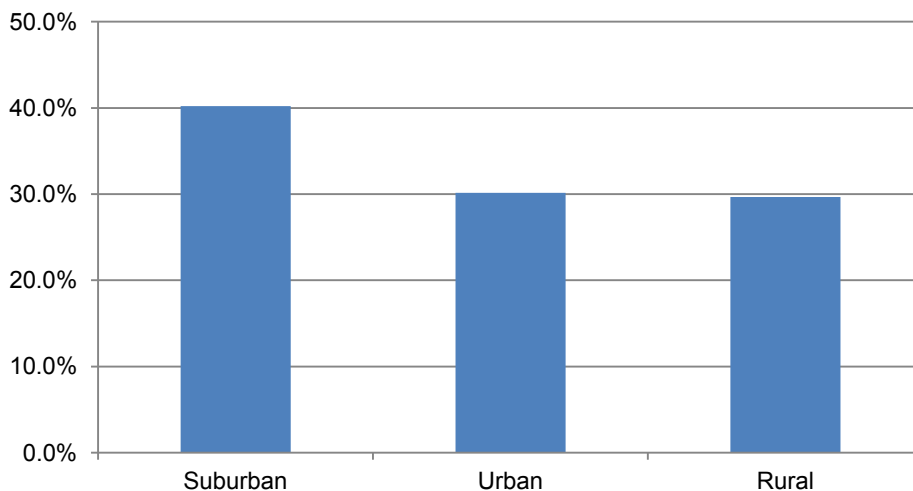
**Mean number of positions (levels) between you and the CEO and Mean number of hospital beds at your primary facility by Primary Job Title**

	N	Mean number of positions between you and CEO	Mean number of hospital beds at your primary facility
Director or Administrator	234	1.4	247
Manager	285	2.4	311
Educator	12	2.5	325
Performance improvement / quality assurance	7	2.7	1001
Chief technologist/therapist	122	2.7	310
Assistant chief technologist/therapist	4	2.8	380
Supervisor	107	3.0	287
Lead technologist/therapist	115	3.8	283
PACS administrator	5	4.0	362
Other	27	2.6	436
<b>Total</b>	<b>918</b>	<b>2.4</b>	<b>292</b>

**What kind of community does your facility serve?**

	Frequency	Valid Percent
Suburban	404	40.2%
Urban	303	30.1%
Rural	298	29.7%
<b>Total</b>	<b>1005</b>	<b>100.0%</b>

**What kind of community does your facility serve?**



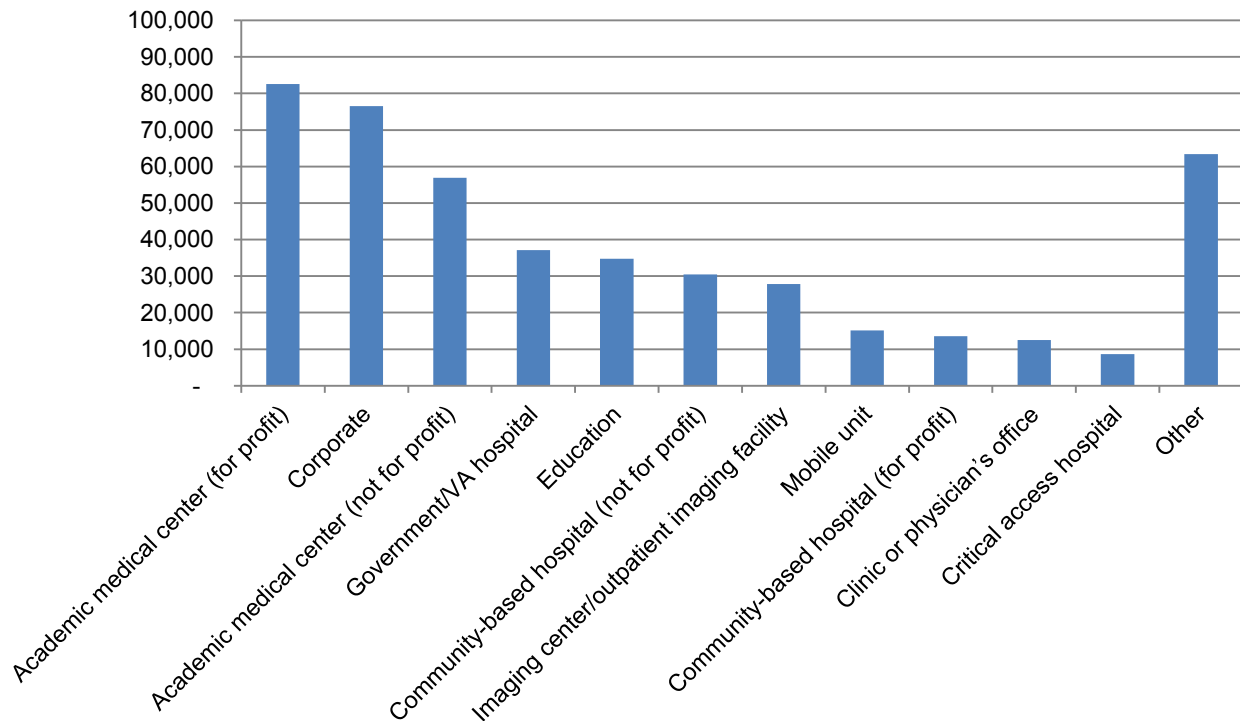


### Mean Number of Patients by Primary Work Location

	N	Mean	SD
Academic medical center (for profit)	9	82,625	114,895
Corporate	6	76,500	64,726
Academic medical center (not for profit)	63	56,955	106,968
Government/VA hospital	15	37,102	38,464
Education	3	34,733	58,265
Community-based hospital (not for profit)	200	30,487	55,645
Imaging center/outpatient imaging facility	58	27,814	70,544
Mobile unit	5	15,100	17,573
Community-based hospital (for profit)	37	13,552	23,848
Clinic or physician's office	96	12,479	43,032
Critical access hospital	21	8,664	12,652
Other	14	63,436	198,795
<b>Total</b>	<b>527</b>	<b>30,374</b>	<b>70,690</b>

Note: Cases where number of patients exceeded number of procedures were excluded.

### Mean Number of Patients by Primary Work Location

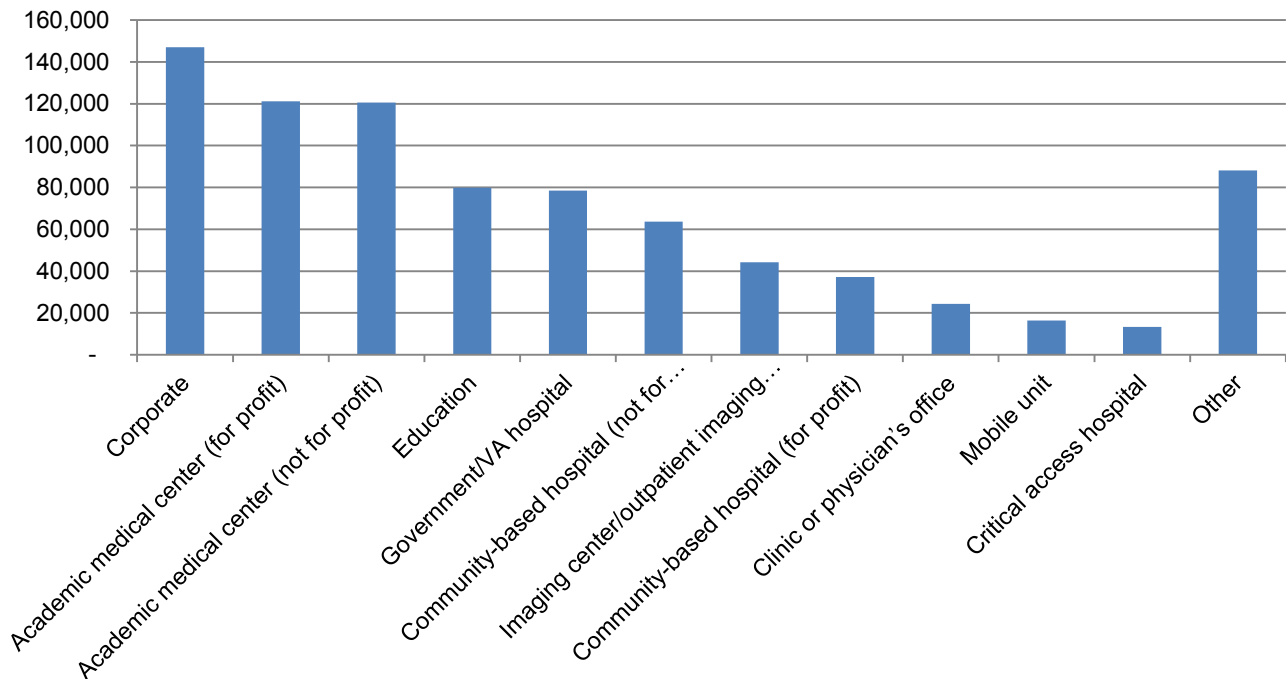


### Mean Number of Procedures by Primary Work Location

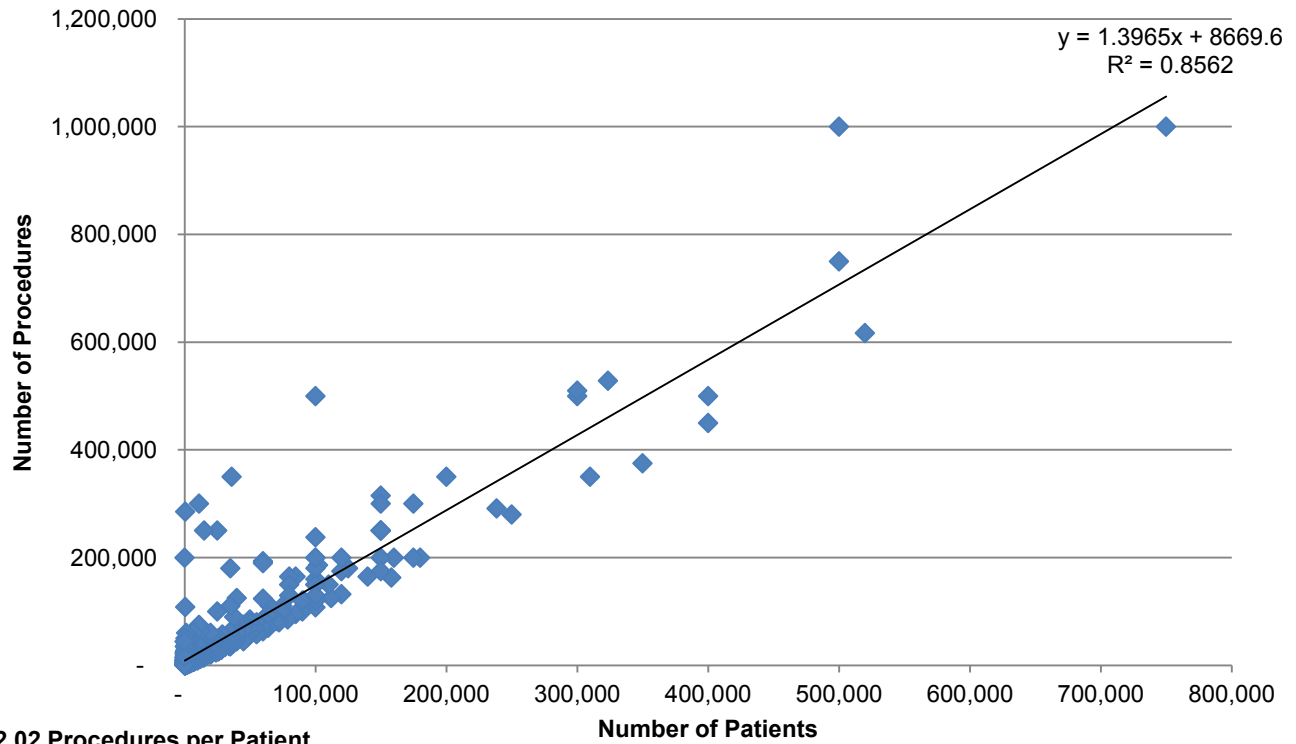
	N	Mean	SD
Corporate	5	147,000	113,115
Academic medical center (for profit)	13	121,208	144,416
Academic medical center (not for profit)	78	120,478	169,873
Education	4	79,800	93,156
Government/VA hospital	18	78,432	63,842
Community-based hospital (not for profit)	255	63,675	99,968
Imaging center/outpatient imaging facility	75	44,150	103,156
Community-based hospital (for profit)	45	37,118	42,420
Clinic or physician's office	90	24,386	59,269
Mobile unit	6	16,333	21,970
Critical access hospital	27	13,362	14,085
Other	15	88,111	254,881
<b>Total</b>	<b>631</b>	<b>61,225</b>	<b>111,797</b>

Note: Cases where number of patients exceeded number of procedures were excluded.

### Mean Number of Procedures by Primary Work Location



Number of Procedures by Number of Patients



2.02 Procedures per Patient

\*There is a strong correlation between procedures ( $M = 61,225$ ,  $SD = 111,797$ ,  $N = 631$ ) and patients ( $M = 30,374$ ,  $SD = 70,690$ ,  $N = 527$ ),  $r(478) = .925$ ,  $p < .001$ .

## Additional Crosstabulations

**What are your five most important job functions? by Primary Job Title (Top five are highlighted per title)**

		Supervisor	Manager	Director	Administrator	Chief technologist/therapist	Assistant chief technologist/therapist	Lead technologist/therapist	PACS administrator	Educator
Quality assurance/quality control	N	64	99	66	11	87	4	97	5	3
	%	56.1%	32.8%	32.4%	27.5%	58.4%	66.7%	62.2%	71.4%	20.0%
Accreditation	N	39	110	73	16	38	1	67	2	8
	%	34.2%	36.4%	35.8%	40.0%	25.5%	16.7%	42.9%	28.6%	53.3%
Training	N	46	60	25	6	71	2	89	4	11
	%	40.4%	19.9%	12.3%	15.0%	47.7%	33.3%	57.1%	57.1%	73.3%
Annual reviews/evaluations	N	68	173	65	14	69	2	50	1	5
	%	59.6%	57.3%	31.9%	35.0%	46.3%	33.3%	32.1%	14.3%	33.3%
Patient exams	N	46	43	19	3	68	3	111	0	3
	%	40.4%	14.2%	9.3%	7.5%	45.6%	50.0%	71.2%	.0%	20.0%
Budgeting	N	22	168	154	24	20	2	13	1	2
	%	19.3%	55.6%	75.5%	60.0%	13.4%	33.3%	8.3%	14.3%	13.3%
Performance improvement	N	45	158	106	27	56	1	34	0	5
	%	39.5%	52.3%	52.0%	67.5%	37.6%	16.7%	21.8%	.0%	33.3%
Strategic planning	N	11	92	127	27	30	1	15	0	4
	%	9.6%	30.5%	62.3%	67.5%	20.1%	16.7%	9.6%	.0%	26.7%
Equipment maintenance	N	30	33	13	3	48	2	55	1	0
	%	26.3%	10.9%	6.4%	7.5%	32.2%	33.3%	35.3%	14.3%	.0%
Payroll	N	34	77	37	6	30	4	16	0	1
	%	29.8%	25.5%	18.1%	15.0%	20.1%	66.7%	10.3%	.0%	6.7%
Equipment acquisition	N	8	49	67	12	12	0	6	2	2
	%	7.0%	16.2%	32.8%	30.0%	8.1%	.0%	3.8%	28.6%	13.3%
Meetings	N	21	74	48	9	23	0	26	1	6
	%	18.4%	24.5%	23.5%	22.5%	15.4%	.0%	16.7%	14.3%	40.0%
Teaching	N	15	17	2	3	25	1	24	0	9
	%	13.2%	5.6%	1.0%	7.5%	16.8%	16.7%	15.4%	.0%	60.0%
PACS administration	N	17	28	23	2	17	1	10	7	0
	%	14.9%	9.3%	11.3%	5.0%	11.4%	16.7%	6.4%	100.0%	.0%
EMR	N	12	47	19	4	21	2	14	3	1
	%	10.5%	15.6%	9.3%	10.0%	14.1%	33.3%	9.0%	42.9%	6.7%
Office interviews/evaluations /coaching	N	30	91	40	6	13	1	17	0	4
	%	26.3%	30.1%	19.6%	15.0%	8.7%	16.7%	10.9%	.0%	26.7%
Policy development	N	21	92	65	12	40	1	28	1	4
	%	18.4%	30.5%	31.9%	30.0%	26.8%	16.7%	17.9%	14.3%	26.7%
Safety	N	28	84	65	7	58	2	53	1	3
	%	24.6%	27.8%	31.9%	17.5%	38.9%	33.3%	34.0%	14.3%	20.0%

### Mean number of modalities managed by Primary Job Title and Primary Work Location

Manager				Director				Supervisor				Administrator			
What is your primary work location?	N	Mean	SD	What is your primary work location?	N	Mean	SD	What is your primary work location?	N	Mean	SD	What is your primary work location?	N	Mean	SD
Imaging center/outpatient imaging facility	38	<b>6.0</b>	3.09	Academic medical center (for profit)	7	<b>10.9</b>	4.14	Critical access hospital	4	<b>5.0</b>	1.83	Community-based hospital (for profit)	1	<b>14.0</b>	.
Critical access hospital	9	<b>5.1</b>	3.02	Community-based hospital (not for profit)	103	<b>8.8</b>	4.48	Imaging center/outpatient imaging facility	12	<b>3.3</b>	2.50	Academic medical center (for profit)	1	<b>13.0</b>	.
Community-based hospital (for profit)	23	<b>5.1</b>	4.20	Critical access hospital	12	<b>8.8</b>	2.14	Community-based hospital (for profit)	12	<b>3.0</b>	2.09	Community-based hospital (not for profit)	9	<b>12.2</b>	4.82
Community-based hospital (not for profit)	111	<b>4.6</b>	3.84	Academic medical center (not for profit)	19	<b>7.2</b>	5.22	Community-based hospital (not for profit)	35	<b>2.7</b>	2.74	Government/VA hospital	2	<b>10.5</b>	2.12
Clinic or physician's office	37	<b>3.8</b>	3.13	Community-based hospital (for profit)	20	<b>6.7</b>	4.38	Clinic or physician's office	22	<b>2.5</b>	1.47	Academic medical center (not for profit)	5	<b>8.4</b>	6.47
Government/VA hospital	8	<b>3.8</b>	3.11	Mobile unit	1	<b>6.0</b>	.	Academic medical center (not for profit)	11	<b>2.1</b>	2.17	Critical access hospital	1	<b>8.0</b>	.
Academic medical center (not for profit)	39	<b>3.4</b>	3.94	Imaging center/outpatient imaging facility	8	<b>5.4</b>	4.14	Academic medical center (for profit)	5	<b>1.4</b>	.89	Corporate	2	<b>6.5</b>	4.95
Mobile unit	5	<b>2.8</b>	2.68	Clinic or physician's office	10	<b>3.8</b>	3.85	Government/VA hospital	3	<b>1.3</b>	.58	Imaging center/outpatient imaging facility	7	<b>6.0</b>	4.00
Corporate	4	<b>2.0</b>	1.41	Government/VA hospital	4	<b>3.8</b>	3.40	Mobile unit	1	<b>1.0</b>	.	Clinic or physician's office	7	<b>1.7</b>	.95
Academic medical center (for profit)	1	<b>1.0</b>	.	Education	1	<b>2.0</b>	.								
				Corporate	3	<b>2.0</b>	1.73								

**Mean number of modalities managed by Primary Job Title and Primary Work Location (continued)**

Lead technologist/therapist				Chief technologist/therapist				Assistant chief technologist/therapist			
What is your primary work location?	N	Mean	SD	What is your primary work location?	N	Mean	SD	What is your primary work location?	N	Mean	SD
Government/VA hospital	2	4.5	3.54	Government/VA hospital	4	3.5	3.79	Community-based hospital (not for profit)	1	2.0	.
Imaging center/outpatient imaging facility	22	2.3	2.21	Imaging center/outpatient imaging facility	14	3.1	3.35	Imaging center/outpatient imaging facility	1	2.0	.
Community-based hospital (not for profit)	38	1.5	.89	Corporate	1	3.0		Community-based hospital (for profit)	1	1.0	.
Critical access hospital	2	1.5	.71	Community-based hospital (not for profit)	42	2.4	2.50	Clinic or physician's office	1	1.0	.
Academic medical center (not for profit)	15	1.5	.83	Academic medical center (not for profit)	17	1.8	2.19	Government/VA hospital	1	1.0	
Community-based hospital (for profit)	12	1.4	.51	Clinic or physician's office	48	1.5	.99	Academic medical center (not for profit)	1	1.0	.
Clinic or physician's office	36	1.4	.68	Community-based hospital (for profit)	6	1.3	.52				
Academic medical center (for profit)	4	1.0	.00	Academic medical center (for profit)	2	1.0	.00				
Mobile unit	2	1.0	.00	Education	1	1.0	.				