

CRA DOMAINS AND EXAMINATION CONTENT

CRA Domains

Performance Domain I: Human Resource Management

Task 1. Employ the necessary level of staff by developing an effective recruitment and staffing program to support the mission of the organization.

Knowledge:

1. Staff recruitment techniques
2. Current labor laws relating to hiring practices (including immigration)
3. Scope of practice and competencies needed to perform various jobs
4. Regional and national market data relating to compensation and benefits
5. Interviewing procedures
6. Oral communication technologies
7. Organization's needs, patient volumes, principles of human resource management techniques
8. Qualitative and quantitative productivity measures and ways to analyze relevant data
9. Benchmarking strategies
10. Organization's mission
11. Appropriate staffing ratio to examination volume
12. Diversity and EEOC regulations for local area
13. Diversity standards for local organization

Skills:

1. Communicating using interpersonal skills
2. Communicating using written documents
3. Selecting appropriate trade journals, Web sites, and other places to advertise for personnel
4. Selling the organization to prospective staff
5. Negotiating
6. Assessing potential job candidates in comparison to job requirements
7. Practicing diversity and non-discrimination

Task 2. Implement a retention program using proactive interviews and surveys to understand employee needs.

Knowledge:

1. Motivation techniques relating to employment
2. Employee professional and personal needs and desires

Skills:

1. Perceiving employee morale
2. Developing a complete library of relevant books and motivational tapes
3. Resolving conflicts
4. Communicating orally and through written documents
5. Conducting employee focus groups

Task 3. Conduct on-going staff performance evaluations using established appraisal tools to assess competence and formulate professional and personal development plans.

Knowledge:

1. Staff supervision principles
2. Distinctions between performance appraisal and disciplinary action

3. Organization's human resource policies and procedures
4. Job classifications and compensation ranges
5. Organization's process for employee performance appraisal and compensation
6. Scope of practice and competencies required for various positions

Skills:

1. Managing time to ensure timely reviews
2. Resolving conflict
3. Communicating orally and through written documents
4. Developing professional development plans
5. Using performance appraisals to motivate personnel and advance performance
6. Creatively implementing organizational policies and procedures
7. Assessing job performance in comparison to job requirements

Task 4. Establish skill development processes to expand employee, trainee, and/or student technical competence using various methods to fulfill employee potential and organizational needs.

Knowledge:

1. Scope of practice and technical competencies needed to perform various jobs
2. Technical skill development principles
3. Career development principles
4. Current education methodologies
5. Cultural diversity and competency
6. Standards for accredited technologist training programs in radiology (for example: radiography, sonography, nuclear medicine, MRI, etc.)
7. Regulatory and professional standards related to continuing education guidelines and competency

Skills:

1. Assessing personnel abilities in relation to competencies
2. Selecting appropriate training opportunities and personnel to participate in training
3. Developing career development opportunities
4. Conducting job enrichment activities
5. Planning, organizing, implementing, and evaluating education programs
6. Communicating orally and through written documents
7. Assessing personnel's education needs
8. Matching personnel with appropriate education opportunities
9. Developing learning objectives
10. Marketing and promoting programs
11. Delegating of tasks to appropriate personnel

Task 5. Implement a leadership development program using various methods to enhance employee administrative skills and develop a succession plan.

Knowledge:

1. Scope of practice and administrative competencies needed to perform various job functions
2. Leadership skill development principles
3. Succession planning
4. Benefits of conferences and other meetings in the development of leadership and management skills

Skills:

1. Selecting appropriate training opportunities and personnel to participate in training
2. Negotiating with the organization to support each employee's participation in multiple education opportunities annually

3. Assessing personnel abilities in relation to competencies
4. Coaching and mentoring staff

Task 6. Recognize employees whose actions enhance the organization by creating an employee recognition program to improve employee morale and job satisfaction.

Knowledge:

1. Employee professional and personal needs and desires
2. Effective employee recognition techniques

Skills:

1. Creativity in selecting relevant motivation and recognition opportunities within budget constraints (i.e., free)
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Performance Domain II: Asset Resource Management

Task 1. Acquire necessary capital equipment by developing business plans to address forecasted growth of current and/or new demands.

Knowledge:

1. Historical evolution of imaging/radiology
2. Accounting principles (i.e., ROI, NPV, Lease vs. Buy, ASP)
3. Modality appropriateness
4. Cost benefit analysis
5. RFIs and RFPs
6. Equipment life expectancy and depreciation
7. Local, state, and federal regulations related to capital acquisition
8. Forecast equipment supply and demands
9. Equipment manufacturers and their products and services
10. Reliable information resources
11. Ethical and general business principles
12. Organizational goals and objectives

Skills:

1. Assessing modality appropriateness
2. Using personal computers
3. Applying accounting principles
4. Applying cost benefit analysis
5. Developing and writing RFPs and RFIs
6. Analyzing RFPs and RFIs
7. Interpreting regulatory information
8. Reading and interpreting financial reports and data
9. Justifying need
10. Accessing the Internet
11. Using comparative analyses

Task 2. Select capital equipment by conducting an evaluation in collaboration with organization stakeholders (Physicians, Finance, Materials Management, etc.) to provide optimal technology.

Knowledge:

1. Modality appropriateness
2. Price, service, and value-added negotiation techniques
3. Contracts
4. Written and oral communication techniques

5. Equipment safety (radiation, ergonomics, general)
6. Different types of equipment and their capabilities
7. Service and maintenance programs

Skills:

1. Interpreting equipment specifications
2. Communicating and attaining (developing) consensus with stakeholders
3. Applying radiation and general safety requirements (regulatory issues)
4. Negotiating contracts

Task 3. Manage projects effectively by empowering appropriate employee teams to implement projects that support strategic plans.

Knowledge:

1. Project management principles
2. Staff capabilities
3. Time management principles

Skills:

1. Reading and interpreting financial reports
2. Collaborating with interdepartmental organization stakeholders
3. Communicating orally and through written documents
4. Applying project management principles
5. Organizing project teams
6. Managing project teams
7. Monitoring project teams and their results

Task 4. Establish an ongoing equipment maintenance program using both internal and/or external sources to optimize functional status and maximize uptime.

Knowledge:

1. Understanding OEM service capabilities
2. QA/QC as it applies to imaging/radiology
3. In-house engineering capabilities
4. Asset management
5. Service contract options

Skills:

1. Interpreting equipment specifications and service requirements
2. Negotiating service contracts
3. Applying QA/QC checks and processes
4. Monitoring equipment reliability

Task 5. Manage equipment and space acquisition, construction/renovation, site preparation, and installation projects by coordinating with internal and external parties to complete the projects within timelines and budgets.

Knowledge:

1. Space, equipment, and plant specifications and requirements
2. Application and training requirements
3. Equipment acceptance testing
4. Basic engineering requirements
5. Space design principles

Skills:

1. Working with architects and construction engineers

2. Using space, equipment, and plant specifications
3. Coordinating applications and their necessary training
4. Forecasting space needs
5. Anticipating and projecting volume
6. Interpreting space drawings

Task 6. Manage supply levels by establishing a materials management program to ensure supply availability and control cost.

Knowledge:

1. Inventory management
2. Necessary materials and supplies
3. Supply process within organizations
4. Expirations and shelf life
5. Clinical knowledge of application of product
6. Supply demands and principles

Skills:

1. Applying par levels and standardization
 2. Ordering supplies
 3. Auditing inventory
 4. Analyzing the general ledger
 5. Monitoring consumption and utilization
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Performance Domain III: Fiscal Management

Task 1. Develop an operating budget in collaboration with the organization using established accounting principles to maximize revenue and minimize expense.

Knowledge:

1. Accounting principals
2. Organizational budgetary process
3. Organizational strategic plan
4. Hospital variance meaning and reporting
5. Reimbursement principles (APCs, CMS [formerly HCFA], etc.)
6. Various budgeting techniques

Skills:

1. Communicating orally and through written documents
2. Gathering data
3. Assessing data
4. Summarizing data
5. Understanding data
6. Implementing the budget
7. Creating budgets

Task 2. Monitor monthly revenue and expense activities by analyzing data to meet budget targets, justify variances, and make revisions as necessary.

Knowledge:

1. Accounting principles
2. Budget process (CFO's expectations)
3. Line item reporting and reasons for costs
4. Hospital variance meaning
5. Billing regulations

Skills:

1. Communicating orally and through written documents
2. Monitoring fiscal activities
3. Analyzing outcomes
4. Understanding and justifying variances
5. Monitoring department budget

Task 3. Forecast future demand for services through market research to maintain and grow market position.**Knowledge:**

1. Accounting principles
2. Market conditions
3. Competitors
4. Organization's strategic plan
5. Benchmarking
6. Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis

Skills:

1. Communicating orally and through written documents
2. Researching the market
3. Gathering information
4. Evaluating data on market trends
5. Projecting future needs
6. Offering new services
7. Obtaining market information/position
8. Developing comprehensive and extensive long-term business plans

Task 4. Develop a strategic plan using market research outcomes to capitalize on opportunities.**Knowledge:**

1. Accounting principles
2. Strategic planning process
3. How to compose/write a business plan using market research outcomes
4. Organizational strategic plan
5. SWOT analysis

Skills:

1. Communicating orally and through written documents
2. Monitoring strategic plan
3. Gathering information
4. Assessing information
5. Understanding the strategic plan
6. Developing comprehensive and extensive long-term business plans

Task 5. Create business plans by assessing and analyzing information to address the organization's needs and fulfill the strategic objectives.**Knowledge:**

1. Accounting principles
2. How to write a business plan
3. Analytical tools and procedures

Skills:

1. Communicating orally and through written documents
2. Monitoring effectiveness of business plan
3. Assessing the outcome of the plan
4. Rewriting/revising the business plan to increase effectiveness

Task 6. Ensure appropriate reimbursement through pre-certification/preauthorization (when required) and management of accurate charge coding to comply with applicable federal, state, and local regulations.

Knowledge:

1. Accounting principles
2. Established standards and guidelines/regulations
3. Appropriate coding procedures
4. Principles of coding
5. Payer requirements for pre-certification
6. Federal, state, and local guidelines
7. Billing regulations
8. Reimbursement codes (i.e., CPT- ICD-9-HCPCS I and II)

Skills:

1. Communicating orally and through written documents
2. Understanding the charging process
3. Understanding reimbursement guidelines/payer types
4. Managing the chargemaster in an ongoing manner
5. Understanding the chargemaster
6. Recommending and facilitating changes to the chargemaster

Task 7. Ensure appropriate patient charges by developing processes to monitor and audit billing reports to reconcile billing errors.

Knowledge:

1. Accounting principles
2. Organizational billing process/principles
3. Organizational charge reconciliation process

Skills:

1. Communicating orally and through written documents
2. Monitoring daily charges
3. Auditing daily charges
4. Reconciling billing errors

Performance Domain IV: Operations Management

Task 1. Assess customer satisfaction with imaging services using appropriate tools (e.g., patient and physician satisfaction surveys, focus groups, interviews) to enhance quality and serve the interests of stakeholders.

Knowledge:

1. Customer satisfaction tools
2. Needs analysis identified from surveys
3. Quality initiative of organization
4. Understanding organizational objectives

Skills:

1. Using customer satisfaction tools
2. Reviewing customer satisfaction surveys
3. Implementing necessary changes

Task 2. Respond to survey results using continuous quality improvement methods to enhance customer satisfaction and meet organizational objectives.

Knowledge:

1. Process improvement methodology
2. Customer's needs
3. Customer needs response techniques

Skills:

1. Responding to customer's/patient's needs
2. Practicing CQI
3. Evaluating opportunities for change
4. Identifying value
5. Interpreting survey results

Task 3. Provide for the quality and appropriateness of patient care by coordinating the development and implementation of medical protocols to adhere to accepted standards of care.

Knowledge:

1. Alliance building techniques
2. Resource management
3. Techniques for researching the community for opportunities to build alliances
4. Clinical applications in all modalities/examinations
5. Technique charts
6. Scope of practice

Skills:

1. Building alliances
2. Communicating orally and through written documents
3. Negotiating
4. Developing services
5. Marketing services
6. Evaluating outcomes
7. Utilizing physicians in writing protocols of patient care and standards

Task 4. Coordinate patient management (e.g., appointment times, resource availability, transportation, etc.) by identifying and supplying necessary resources to provide optimal imaging services.

Knowledge:

1. Customer's needs (i.e., patients, referring clinicians)
2. Competitor's services
3. Marketing strategies to surpass competitor's services
4. Resources available to market new services
5. Examination protocols
6. Scope of practice

Skills:

1. Marketing
2. Selling

3. Promoting
4. Practicing good public relations
5. Evaluating outcomes

Task 5. Establish industry partnership by building alliances to leverage negotiating power, maximize resources, and develop new opportunities.

Knowledge:

1. Proposals and presentations
2. Regulatory mandates
3. Proper format to develop policies and procedures in accordance with organization's protocol
4. Contracts
5. Cost benefit analysis

Skills:

1. Presenting to groups
2. Negotiating contracts
3. Analyzing cost benefit of opportunity
4. Authoring policies and procedures
5. Following regulations
6. Complying with standards
7. Facilitating change of standards

Task 6. Differentiate imaging services from those of competitors by developing marketing and public relations plans to maintain existing and attract new business.

Knowledge:

1. Policies and procedures
2. Compliance standards
3. Competitor's services
4. Public relations techniques
5. Marketing principles

Skills:

1. Enforcing behavior and actions
2. Communicating changes

Task 7. Write policies and procedures following federal, state, and other regulatory guidelines (e.g., OSHA, HIPAA, JCAHO, ACR, NCQA, FDA, NRC, state DHR) to comply with applicable standards and protect patients and other stakeholders.

Knowledge:

1. Regulations governing radiology
2. Quality management and process improvement tools
3. Organization's strategic goals
4. Radiation safety regulations

Skills:

1. Using quality management tools
2. Building on information
3. Understanding outcomes
4. Understanding strategic goals
5. Interpreting and applying regulations
6. Writing relevant policies

Task 8. Enforce policies and procedures by monitoring compliance and providing feedback to uphold applicable standards.

Knowledge:

1. Healthcare standards
2. Protocol authoring
3. Appropriate policies for each procedure

Skills:

1. Creating feedback methodology
2. Adhering to standards
3. Providing quality care
4. Understanding and monitoring standards

Task 9. Develop a quality management program using process improvement tools to further enhance and complement the strategic goals of the organization.

Knowledge:

1. Customer needs
2. Time needed for each procedure
3. Levels of resources
4. Process improvement methodologies and techniques
5. Organizational goals
6. QA/QC practices in radiology/imaging

Skills:

1. Coordinating services
2. Providing resources
3. Flowcharting
4. Brainstorming
5. Collecting data
6. Analyzing data

Performance Domain V: Communication and Information Management

Task 1. Foster interdisciplinary communication and collaboration by eliciting the exchange of information to meet or exceed customer service expectations and achieve organizational objectives.

Knowledge:

1. Written and oral communication
2. Customers expectations
3. Organizational objective
4. Organizational structure
5. Principles of group dynamics

Skills:

1. Using personal computers
2. Applying written and oral communication
3. Attending meetings and applying group dynamic skills
4. Applying customer services techniques

Task 2. Develop action plans on a regular basis by identifying areas that are compliant/non-compliant with predetermined measures (e.g., employee retention, budget) to achieve organizational objectives.

Knowledge:

1. Appropriate standards
2. Principles of process improvement
3. Organizational goals and objectives
4. Employee policies and procedures
5. Organizational incident reporting methods
6. Productivity measurement standards

Skills:

1. Developing monitors, indicators, and measures for outcomes
2. Assessing processes
3. Flowcharting
4. Brainstorming

Task 3. Manage business and patient information (e.g., images, demographics, reports) by putting electronic and/or manual systems in place to ensure its integrity, confidentiality, and security.

Knowledge:

1. HIPAA regulations
2. State laws and regulations
3. Health information administration
4. Radiology information systems
5. Clinic/hospital information systems integration
6. Electronic and physical image management
7. Medical/legal risk management
8. Patient confidentiality
9. Basic information technology
10. File libraries and retention rules

Skills:

1. Managing file libraries
2. Setting up purging programs
3. Maintaining and securing risk management cases
4. Training personnel on security and confidentiality
5. Securing information appropriately in all work environments

Task 4. Identify opportunities to enhance involvement in the community by participating in volunteer activities to enhance public health awareness and promote the organization's presence in the community.

Knowledge:

1. Community (local and state)
2. Leadership within the community
3. Needs and strengths of the community
4. Organizational objectives
5. Marketing and advertising media communication sources (media chain)
6. Strategies for promoting wellness programs

Skills:

1. Participating in community affairs
2. Encouraging employee participation in community activities

3. Providing time for employee participation
4. Recognizing employee community involvement
5. Communicating with media chain
6. Participating in organization's speakers bureau

Exam Content

The Certified Radiology Administrator Examination contains validated and referenced questions from five domains, as determined by the Role Delineation Study. The examination consists of a total of 185 questions: 160 multiple-choice questions and 25 experimental questions. The 25 experimental questions can be from any of the five domains. Test specifications for the test include 160 questions and are taken from the Role Delineation Study:

DOMAIN	NUMBER OF QUESTIONS	% OF EXAM
I. Human Resource Management	37	23%
II. Asset Resource Management	23	14%
III. Fiscal Management	32	20%
IV. Operations Management	40	25%
V. Communication and Information Management	28	18%

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