

# Radiology Stabilization Program for Academic Institutions

2024–2025 Case Study



## Background

The University of Maryland Medical Center (UMMC) faced significant provider attrition driven by leadership vacancies at both the Divisional and Chair levels, creating instability across key clinical areas. This disruption led to critical coverage gaps in Interventional, Neuro, Pediatric, and Emergency/Trauma Radiology.

UMMC partnered with BT Health to rapidly design and implement a stabilization strategy that ensured uninterrupted clinical operations while enabling long-term workforce recovery.

## Challenges Identified



Leadership vacancies at both the Divisional and Chair levels.



Coverage shortages in multiple subspecialties:

- Interventional: Insufficient shift, evening, and weekend coverage.
- Neuro: 4 FTE gap.
- Pediatric: 1 FTE gap.



Increased workload for faculty leading to burnout and higher risk of attrition.



Immediate need to maintain uninterrupted patient care and sustain quality standards until permanent staff are identified and onboarded.

## Strategic Approach

BT Health collaborated closely with UMMC's academic and interim clinical leadership to design a stabilization and bridge staffing program.

Key stakeholders included Radiology Administrator Angelina McGinley and interim division leadership.

The stabilization plan included:

- 1. Scope and Needs Assessment:** Defined clinical coverage requirements across all impacted areas.
- 2. Bridge Staffing Model:** Integrated BT team of subspecialty-trained radiologists to provide:
  - Full coverage for Interventional Radiology (including evening and weekend call coverage).
  - Pediatric Radiology coverage for 1 FTE.
  - Neuroradiology coverage between 1 to 2 FTEs.
- 3. Program Duration:** Structured as a 12-month bridge program with the option to extend, allowing UMMC's permanent recruitment efforts to progress without disrupting operations.



### Results and Impact

The collaboration between UMMC and BT Health successfully stabilized the radiology division and achieved measurable results:



**Continuity of Patient Care:** Uninterrupted service delivery and quality of care.



**Faculty Retention:** Reduced pressure on existing staff, preventing further attrition.



**Operational Stability:** Provided consistent, reliable coverage across all shifts and call schedules.



**Recruitment Success:** Successfully transitioned key bridge team members into permanent positions.



**Future Pipeline Development:** Ongoing joint efforts between UMMC and BT Health to expand recruitment initiatives across additional key divisions.

### Current Focus

Building on the success of the stabilization phase, UMMC and BT Health have transitioned their efforts toward a long-term recruitment strategy. The joint team is focused on:

- Continuing permanent placement efforts in Radiology subspecialties.
- Broadening recruitment scope to proactively strengthen other division areas.
- Developing a sustainable pipeline to support academic and clinical growth objectives.

### Conclusion

**Through a strategic partnership and a targeted stabilization plan, UMMC addressed critical staffing shortages while preserving patient care quality and faculty engagement. The bridge staffing model created a foundation for UMMC and BT to build sustainable, long-term workforce solutions. This initiative demonstrates the value of coordinated leadership, flexible staffing strategies, and proactive recruitment planning in maintaining excellence within an academic medical center.**

### Testimonial

*Our experience with BT Health over the past year and a half has been a true partnership. From the beginning, their team took the time to understand our needs and operated with complete transparency around pricing and process.*

*Their physician network across multiple specialties has been clinically strong and well received by our staff and physician community—so much so that several have transitioned, or will soon transition, into full-time roles with our organization. We are grateful for the stability they've provided and their commitment to supporting both our hiring needs and future growth.*