



Manager's Guide



Table of contents

Welcome to Analytics in Action	3
Part I: Creating a culture of quality	4
The power of performance feedback	6
Why employee recognition matters	8
Part II: Personalized training	10
The impact of training	12
The power of objective data and world-class coaching	14
Part III: Recognition and rewards	22
Successfully delivering recognition and rewards	24
Accessing your resources	27
Using your resources	34
Replenishing your Manager’s Toolkit	42
Rewards	43
Program feedback	46

Welcome to Analytics in Action

“There is immense power when a group of people with similar interests gets together to work toward the same goals.”

Idowu Koyenikan,
organizational
consultant and
author

Analytics in Action™ is a program that helps breast imaging centers create a culture of learning and continuous quality improvement. Designed exclusively for customers of Volpara® Analytics™ software, Analytics in Action promotes staff engagement and performance. Analytics in Action can help your facility set and achieve goals, reach new heights of performance, and honor the accomplishments of your team—all so you can provide the best possible healthcare to your patients.

This Manager’s Guide takes you through each of the core elements of the program:

①

Part 1 discusses the impact of a **culture of quality** on employees’ engagement and their ability to deliver high-quality healthcare.

②

Part 2 outlines the **on-site training services** provided by Mammography Educators, leaders in mammography positioning training.

③

Part 3 details how to implement **recognition and rewards** for your staff.

Use this guide in conjunction with your Manager’s Toolkit and the Analytics in Action website. If you ever have any questions, please email us at support@volparahealth.com.

Part I: Creating a culture of quality



The power of performance feedback

“There is something comforting about having the quality assessed on every mammogram I take. It gives me constant and very specific reminders about what I can do to improve and provides me with a rewarding feeling when I’m doing a good job. I can’t imagine doing mammography without Volpara Analytics.”

Katie Kaminski
Mammography
Coordinator,
Mayfair
Diagnostics

In the course of their careers, technologists acquire thousands of mammograms. They practice the imaging skills they learned during their initial education and in any subsequent training. As they gain experience, they refine their skills and develop their own individual approaches to acquiring mammograms. However, it’s not only the quantity of time spent working to improve performance so much as the **quality of effort**, or deliberate practice, that transforms individuals into experts in their fields.¹ A crucial part of the excellence equation is providing regular feedback to individuals on what they’re doing well and what they need to work on.

Analytics in Action is founded on the principle of using feedback as a means of self-development. Naturally, Volpara Analytics is a key part of the program. By uniquely displaying technologists’ performance metrics alongside the corresponding images, the software helps your employees easily visualize what they are doing well and where they can do better. As the saying goes, numbers don’t lie, and sometimes “seeing the numbers” can be a revelation. Such objective feedback alone can contribute to an environment of continuous improvement without placing undue burden on lead technologists or supervisors. Having access to personal performance data may help your team experience a stronger connection between their individual performance and the facility’s reputation and growth.

Creating a culture of quality is a collaborative process requiring everyone’s participation. Technologists work hard and want to feel that their performance is assessed fairly. With Volpara Analytics, they can trust that their feedback is not based on a handful of cases or subjective observations. Every single image is evaluated. And lead technologists, rather than being restricted to biannual assessments, can easily review performance with each technologist at any time.

Software alone, however, isn’t the whole story. We all need feedback from other people—our peers, our supervisors. We need reassurance, acknowledgment, and positive reinforcement from people we respect. We need encouragement that we are on the right path. That’s where employee recognition comes in.



MoBap Sunset Hills engaged consistently with the Volpara Analytics technology over the past year. They began with a positioning quality score around 1.8—the Volpara median. With a focus on continual improvement, they improved to 2.2—which is nearly in the excellent range. Other breast health centers have enjoyed similar results.

“I’m already enjoying Volpara Analytics’ new format—and I love the positive approach. I didn’t think I needed a ‘pat on the back,’ but after a hard week, it was very welcome. For the girl who was always slightly under when it came to compression, it’s exciting to see that my results rank in the top 10 percent globally...you can teach an old dog new tricks!”

—Lynieve Neilen, Senior Radiographer, Queensland X-Ray

Why employee recognition matters

“Recognition not only boosts individual employee engagement, but it also has been found to increase productivity and loyalty to the company, leading to higher retention.”²

Gallup
2016

Recognizing employees is essential to their satisfaction. Employee recognition programs have been shown to help with retention, work productivity, output quality, morale, and overall commitment to shared purpose.



92% of employees agree that, when recognized for a specific action, they are more likely to repeat that action in the future.³

90% of employees say that recognition motivates them to work harder.⁴

Technologists often choose mammography as a career because they are committed to helping women and are passionate about the work they do. However, healthcare is a complex and ever-changing industry, and that complexity can sometimes lead to frustration and even burnout. Technologists work long hours in a job that requires precision and focus. Technologists, like all employees, need to be acknowledged for the work they do.

People feel good when their best work is noticed. In fact, drawing attention to positive actions—the best practices that contribute to good work—increases that positive behavior. For technologists, we

can highlight exemplary images, call out great patient care and strong teamwork, and praise employees who follow your organization’s mission statement. This work helps us all move toward our common goal of saving families from advanced-stage breast cancer.

Employee recognition programs don’t just make everyone feel good and minimize workplace fatigue, they can also help your bottom line.

“Compared with business units in the bottom quartile, those in the top quartile of [employee] engagement realize substantially better customer engagement, higher productivity, better retention, fewer accidents, and 21 percent higher profitability.”⁵

Gallup
2018

The purpose of Analytics in Action is to help you create a culture of continuous improvement, and employee recognition is a major component needed to accomplish that. The final section in this document provides guidance on how to show your staff just how much you appreciate them and their work—through tangible means including rewards, certificates, and other tokens of gratitude. First, however, we will look at how personalized training helps breast imaging centers achieve top performance in mammography quality.



Part II: Personalized training



The impact of training

Screening mammography has contributed to at least a **30 percent decrease in breast cancer mortality** since 1990. However, poor breast positioning during screening has been cited as the most common cause of technical failures according to the American College of Radiology (ACR) clinical image quality review.⁶ Our research tells us that, for many breast imaging centers, positioning quality offers the biggest potential for improvement.

“Our research shows that perfect positioning is achieved in a limited number of exams, and that presents a real opportunity for the refinement of technologist skill. Volpara Analytics allows the technologist to conduct a self-directed evaluation of her work, access relevant educational resources, and help advance her positioning and compression skills in a way that is consistent and reproducible.”⁷

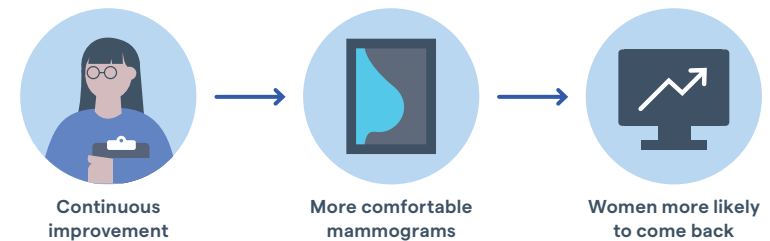
Dr. Lisa Johnston
Lead Product Manager,
Volpara Health

Since the release of Volpara Analytics, we have seen many customers use its comprehensive array of quality metrics to improve their positioning performance. Analytics is the only software that provides an automated and objective assessment of image quality on every mammogram. Based on x-ray physics and artificial intelligence, Analytics software’s exclusive Volpara® TruPGMI™ clinical function objectively assesses patient positioning and the resulting image quality and provides technologists with performance feedback. Volpara Analytics is a tool that breast imaging centers around the world rely on for their technologist training.

But training offers more than “just” better image quality; it also improves commitment from your technologists. A recent study showed that after training, there is significant improvement in the image quality

of mammograms as well as an **increase in motivation and professional well-being of technologists.**⁸

As your technologists (and lead technologists) adopt Analytics, they commence a cycle of continuous improvement by optimizing your organization’s image quality. The feedback provided by such a cycle directly benefits technologist performance⁹ and leads to more comfortable mammograms.¹⁰ **Clinics that establish this type of culture also find women are more likely to return for future mammograms.**



Sometimes, however, feedback alone is not enough to help technologists improve. For this reason, Analytics in Action offers group training for teams and one-on-one training for individual technologists. We’ll explore these options in the next section.



“We have used Volpara Analytics to reshape the training for our technologists. Volpara Analytics contains the amazing capability to analyze patient positioning. We can now get objective measurements and feedback on the quality of positioning by our technologists.

“We can then personalize training based on their needs and partner them with other staff who excel in their area of opportunity.”

—Shakira Sarquis-Kolber, Director of Women’s Imaging,
Christine E. Lynn Women’s Health & Wellness Institute,
Boca Raton Regional Hospital

The power of objective data and world-class coaching

The Analytics in Action approach to training puts objective data into action by applying a culture of reward and recognition and personalized targeted training. As discussed earlier, continued training improves imaging quality and is a vital component of your organization's success:

- Retraining is essential to keeping everyone on the team sharp.
- Education programs are a fantastic way of resetting expectations.
- Training builds self-awareness and helps individuals recognize ineffective habits.

Volpara Health has partnered with Mammography Educators to provide world-class, hands-on training as a core component of the Analytics in Action program.

Analytics in Action training by Mammography Educators

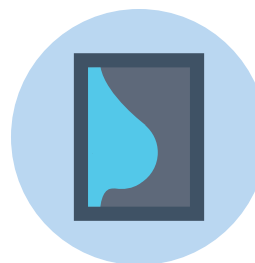
Mammography Educators has trained **over 40,000 technologists** in the United States and Canada alone. All Mammography Educators positioning trainers are MQSA qualified and teach ACR-supported positioning techniques. Using the objective data from Volpara Analytics, they deliver personalized and targeted training based on the needs of the individual and team.

This comprehensive on-site training is delivered in two formats:



> Individualized training

For up to four of your technologists per day, a Mammography Educators educational consultant provides on-site, personalized, and individualized hands-on training guided by objective evidence from Volpara Analytics and The Miller Method™. Attendees receive **3 Category A CEUs**.



> Breast Imaging Bootcamp

For up to 30 of your technologists, one or more Mammography Educators educational consultants provide a one-day, personalized Breast Imaging Bootcamp, including both lectures and hands-on workshops with models. All instruction is guided by objective evidence from Volpara Analytics and The Miller Method. Attendees receive **7.25 Category A CEUs**.

Getting started

> Scheduling your training

1. Mammography Educators will reach out to discuss your training needs. They will work with you to set one or more dates that suit your schedule.
2. Once your training dates are confirmed, you'll complete an online survey. Your information will help Mammography Educators prepare an experience customized to the needs of your organization.

➤ Preparing for training

Before your scheduled dates, you will receive an itinerary with all the information you need to prepare. A Mammography Educators logistics manager will walk you through the training program and answer any questions or concerns you may have. You will be given the trainer's name and contact information for any last-minute needs.

Note: For each kind of training, you will also be responsible for providing models, see below.

Finding a model for positioning training

Finding women to model for training doesn't have to be hard. We recommend offering an incentive to help overcome any shyness—this might be a free lunch, a gift card, even \$25 cash. Here are some different groups to consider when searching for models:

1. **Technologists participating in the training.** Modeling can provide valuable insight as technologists can learn about positioning by feeling it for themselves.
2. **Office staff.** Maybe it is their day off, or they can step away from their position for the time needed.
3. **Staff members' mothers, sisters, grandmothers, or friends.** Most will do it for free.
4. **The American Cancer Society.** They have local "Reach to Recovery" groups for survivors, who are often interested in helping out. Volunteers can have had a unilateral mastectomy or lumpectomy (but not a bilateral mastectomy), with one "normal" breast needed.
5. **Artist model.** Be prepared to spend about \$100 per hour.

If none of these suggestions work, Mammography Educators can help. Contact them at info@mammographyeducators.com.

Your next steps depend on the training you've selected:

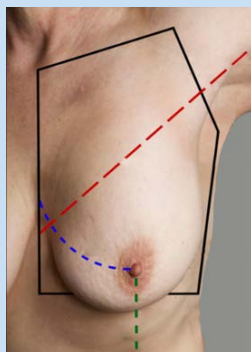
- **Individual training**
 1. Assign three or four technologists per day per trainer.
 2. Prepare a training schedule to be given to the Mammography Educators trainer(s) on Day 1 or in advance of the training.
- **Breast Imaging Bootcamp**
 1. Reserve a conference space for morning lectures (with projector or projector screen), and one or more clinic rooms with model(s) for the afternoon workshop.
 2. Two weeks prior to the training, send Mammography Educators a list of attendees for each day.



➤ What to expect during training

Individual trainings

- One-on-one instruction throughout the workday for up to four technologists per day.
- Morning lecture on the first day to review correlational anatomy, introduce the **Breast MAP**, and emphasize the importance of consistency and reproducibility in mammography positioning.
- Hands-on positioning workshop with a live model following the lecture and an opportunity for each technologist to practice positioning with immediate feedback.
- Three Category A, ASRT-approved credits for each mammography technologist. Certificates will be provided to each participating technologist.
- Individual instruction for each technologist with patients in the clinic setting: critiquing their positioning techniques and reviewing the quality of their images together.
- Consultations with radiologists and administration per your request.



The Breast MAP

The Miller Method uses a teaching technique called the Breast MAP to provide technologists with a better understanding of correlative anatomy. The Breast MAP helps them relate the anatomical landmarks they note on the model to those same landmarks seen on the mammographic image.

Breast Imaging Bootcamps

- Lectures and workshops reviewing correlational anatomy and standardized positioning techniques. They will emphasize consistency and reproducibility of images, as well as addressing the important issue of body ergonomics.
- The opportunity for every technologist to have hands-on mammography positioning practice with a Mammography Educators trainer.
- Four hours of lecture on mammography positioning; introduction of the Breast MAP.
- One-hour of mammography demonstration with a model.
- Two hours of hands-on mammography positioning with a model.
- 7.25 Category A, ASRT-approved credits.
- Certificates upon completion based on participation. Attendees must be present for the full training to receive ASRT credits.

➤ After training

- **Training report (for individual trainings only)**
 - A thorough follow-up report, analysis, and recommendations within 10 business days of the training.
 - All technologists, administrators, and radiologists are encouraged to read the report and discuss a sustainability plan.
- **CEUs**
 - Delivered to the manager with certificates for all participating technologists within three business days of the training.



Tips for sustaining your training success

- Continue with positive and constructive technologist feedback on an ongoing and regular basis.
- Every month, review the embedded positioning training videos and Learn More cards in Volpara Analytics. These tools highlight The Miller Method and are accessed through the Technologist dashboard's Positioning tab.
- Have all technologists read the *Mammography Positioning Guidebook* and *Image Quality & Positioning Problem-Solving for Breast Imagers* manual, referring to specific sections as needed. (For details on these books, see [page 31](#).)
- Establish a solid EQUIP program as part of regular operations.
- Plan for on-site training for skill maintenance every other year.

“I believe most mammography technologists want to do excellent work. Unfortunately, many have not received the appropriate foundational education, which I believe should include mandatory hands-on positioning updates. When we know better, we do better. But with the rapid advances in breast imaging and the decline of hands-on positioning opportunities, we must work together to ensure that we have the knowledge we need to meet these important goals.”¹¹

Louise C. Miller,
R.T.(R)(M)
(ARRT), CRT(M),
FSBI, FNCBC,
cofounder of
Mammography
Educators

The Designation of Excellence

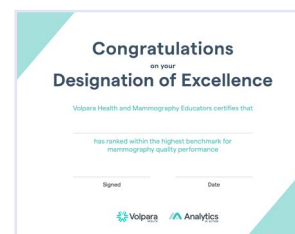
“All who have accomplished great things have had a great aim, have fixed their gaze on a goal which was high, one which sometimes seemed impossible.”

Orison Swett Marden,
author and
founder of
SUCCESS
magazine

Breast imaging centers typically see their technologists' performance improve just months after starting to use Volpara Analytics.

After completing your first Mammography Educators Breast Imaging Bootcamp, your facility is eligible to earn the Analytics in Action Designation of Quality Excellence. This distinction, endorsed by The Miller Method and measured by the TruPGMI clinical function, is awarded to organizations that achieve Excellent benchmarks in Volpara Analytics' quality metrics.

Assessments are completed 30, 60, and 90 days after training. Breast imaging centers that achieve the **Designation of Excellence** are then reviewed annually for maintenance.



Setting team objectives to secure the Designation of Excellence has the potential to bring staff together to discuss what they can do to improve their overall quality and therefore the overall performance of the organization.



A top-performing team with excellent statistics is healthy marketing for the clinic.

Part III: Recognition and rewards



Successfully delivering recognition and rewards



84% of highly engaged employees were recognized the last time they went above and beyond, compared to only 25 percent of highly disengaged employees.¹²

Analytics in Action allows you the flexibility to structure your approach to recognition and rewards in a way that best meets the needs of your team. This section outlines the resources available to you through the Analytics in Action program ([page 29](#)) as well as strategies for using them to maximum effect ([page 34](#)). Whichever resources you decide to use, your program is more likely to have a lasting impact if it shares the following characteristics.

Performance-based

The most helpful recognition is directly tied to something an employee has done. Here are some examples of actions you might recognize:

- A significant improvement in a particular image quality metric
- Top performance in overall quality, or in positioning or compression
- Displaying or encouraging good teamwork

Performance-based recognition is the heart of Analytics in Action. For more information on using Volpara Analytics to power your recognition efforts, see [page 37](#).

Standards-based

The most effective rewards are those connected to organizational values and business objectives. As a breast imaging manager, lead technologist, or supervisor, it's likely your responsibility to define and communicate the criteria used to assess technologist performance. Be clear about the behaviors and objectives valued by the organization, explaining how they relate to your overall business goals and good patient care. When possible, gather input from your wider team so that determining objectives is a joint effort. If employees have buy-in on the objectives, they are more likely to hold to them as important benchmarks and derive greater satisfaction from their daily work.

Frequent

Recognition works best when it happens regularly. Employees feel the most recognized by managers who notice their work multiple times each month. Organizations with frequent feedback rate their culture of recognition **34 percent higher** than organizations that provide feedback less often.¹³

Timely

Employees are more likely to learn from feedback that is given quickly. Timely feedback also helps employees link the recognition to the specific behavior you are calling out. Life is complicated and same-day feedback is not always possible but is a good goal. Same-week feedback is also good.

Specific

Everyone likes praise, but to be truly helpful in improving performance, recognition should identify exactly what was done well. Noting the specific behavior and how it benefitted the team and/or the patient helps reinforce the values and best practices you seek to encourage. Here's an example:

“Thanks for staying late to help Janice with her work. It helped her get home to her family earlier, and it helped our patients receive more attentive care.”



Inclusive

Only 34 percent of companies give recognition that is inclusive.¹⁴

If you want your organization to have a culture of recognition, you must truly recognize everyone. Make sure you acknowledge people from every team and division. Use all-team and all-organization meetings as an opportunity to acknowledge the work of at least one individual. When acknowledging people in front of groups, be mindful of individual preferences to avoid unintentional feelings of discomfort.



Consistent

To turn recognition and improvement into a culture at your organization, this work must be consistent. Employees need to be able to trust that they will be seen and noticed when they do good work. It should be a practice that extends to everyone on the team and is done in a streamlined, organized way.

Communicating excellence

One of the hallmarks of a culture of quality is the communication of excellence to your team. As employees reach benchmarks and exemplify the organization’s values, simply notice and draw attention to the behavior or milestone to reinforce it.

We encourage you to **celebrate people every day**. It’s a terrific practice to follow a formal schedule that sees you recognizing and rewarding staff on a regular basis—whether that’s once a month, once a quarter, or at some other interval—but never hesitate to verbally acknowledge good work whenever you see it. You may well find that the spirit of celebration is infectious, with employees recognizing their peers. Analytics in Action provides the structure, but the true work of implementing a culture of quality, learning, and improvement will come from you.

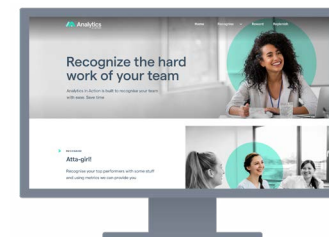
Accessing your resources

Analytics in Action places many resources at your disposal. From physical collateral to digital downloads and templates to performance-based rewards, you’ll have the tools to make recognizing your staff an easy and vital part of your culture of quality—all of which are available in one or more of the following locations:



> Manager’s Toolkit

The first component your facility receives upon acquiring Analytics in Action. The Manager’s Toolkit is a box that contains a welcome letter and a number of physical resources (such as thank-you cards.) If you ever run out of the items initially supplied with the Toolkit, you can order more through the Analytics in Action online replenish catalog.



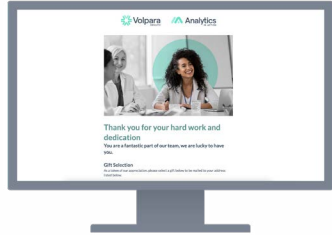
> Analytics in Action website

The online home of Analytics in Action, found at volparahealth.com/analytics-in-action. Use this site to download digital assets and access both the replenish catalog and the rewards shop.



> Analytics in Action online replenish catalog

Your source for reordering the physical assets of your recognition and reward program. Access through the Analytics in Action website or at intradeshowsandevents.com/portal/catalog/. For more details, see [page 42](#).



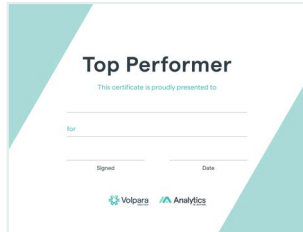
> Analytics in Action online rewards shop

A reward gifting platform where your technologists can select and redeem rewards. Access through the Analytics in Action website. For more details, see [page 44](#).

Use this chart to see where to find each resource:

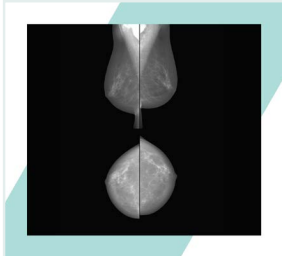
Resource	Manager's Toolkit	Website	Online replenish catalog	Online rewards shop
Certificates	●		●	
Certificate templates		●		
Digital calendar reminders		●		
Frames	●		●	
Manager's Guide	●		●	
Pins	●		●	
Positioning guidebooks	●		●	
Posters	●		●	
PR templates		●		
Rewards				●
Reward email templates		●		
Social media templates		●		
Stickers	●	●	●	
Thank-you cards	●		●	
Thank-you email templates		●		

Resources at a glance



> Certificates of achievement

Certificates are a time-honored method of marking special achievement. You might use these in conjunction with a reward or to recognize a technologist whose excellent performance has earned them the title of “top performer,” “most improved,” or “manager’s choice”. (For details on using Volpara Analytics to identify these special achievers, see [page 37](#).)



> Frames

When you want to showcase a technologist’s certificate or achievement of a perfect mammogram (see [page 41](#)), you can use the frames provided in the Manager’s Toolkit.



> Pins and stickers

Whether worn by the technologist or applied to a certificate or card as extra embellishment, your technologists may want to display to peers or clients a visual symbol of the appreciation they’ve received.

> Positioning Guidebooks

The Mammography Positioning Guidebook

Included in your Manager’s Toolkit, this guidebook provides a clear overview of standard mammography positioning techniques. Covering correlational anatomy and how to adequately assess clinical images, this work provides technologists with instruction in the use of consistent, more ergonomically sound positioning techniques that can be performed more efficiently. With over 50 graphics, illustrations, photographs, and reproduced radiographs, the Mammography Positioning Guidebook provides both detailed and quick instructions for positioning mammographic screening and additional views.

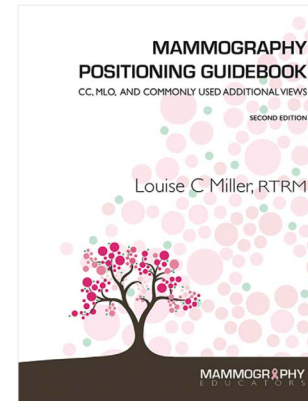
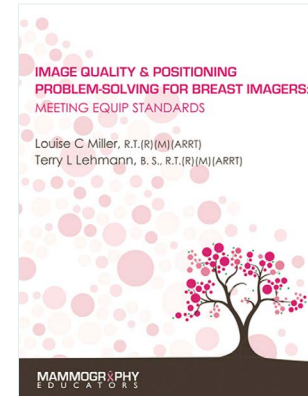
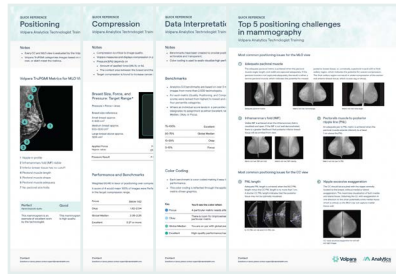


Image Quality & Positioning Problem-Solving for Breast Imagers: Meeting EQUIP Standards Manual

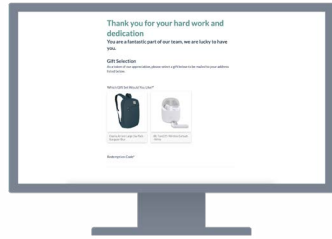
The companion volume to the Mammography Positioning Guidebook, this text addresses specific imaging standards outlined by the FDA’s EQUIP guidelines and provides detailed coverage of eight categories that affect image quality.





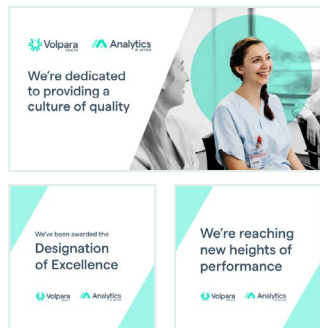
> Posters

These Volpara Analytics posters are handy reference guides to positioning, compression, and overall quality—perfect for hanging in technologists' work areas to provide visual reminders on how they can continue to improve their image quality. Available as a set of four in the Manager's Toolkit.



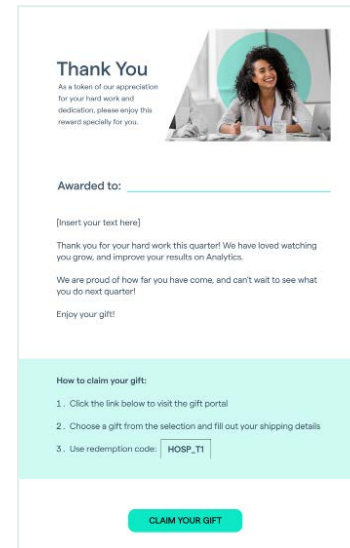
> Rewards

The ultimate form of recognition, rewards are available through the Analytics in Action online rewards shop. For details on how your reward recipients can select and redeem their gifts from a curated collection of products, see the following section on [page 44](#).



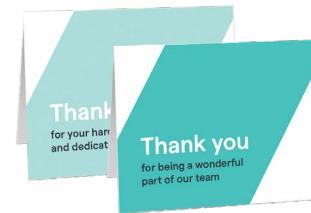
> Social media and PR templates

Available through the Analytics in Action website, customizable social media and PR templates can help you promote your organization's notable individual or team achievements.



> Templates for emails, rewards, and digital calendar reminders

Sometimes a simple email can go a long way toward letting someone know they're appreciated. A specially designed, customizable email template, available as a digital download from the Analytics in Action website, allows you to signal that your message is a special thank-you—or even a reward—for a job well done. Likewise, you can download Analytics in Action calendar reminders to help you keep to a regular schedule of recognition and rewards.



> Thank-you cards

Simple but effective, traditional thank-you cards are supplied with your Manager's Toolkit. Cards don't have to come only from lead technologists or supervisors—feel free to distribute them to your team so they can thank their peers for great work and help foster a culture of quality and recognition.

Using your resources

“Celebrate what you want to see more of.”

Tom Peters,
business writer
and speaker

Recognition is powerful:

- It’s a great motivator to keep improving.
- It stimulates healthy competition between staff.
- It connects to both internal events, such as rewards, and external events, such as corporate goals, ACR, and EQUIP.

There are many ways to foster recognition. This section outlines several approaches, each of which uses the resources available to you through your Manager’s Toolkit, the Analytics in Action website, the online replenish catalog, and the online rewards shop.

“Discipline is remembering what you want.”

David Campbell,
Australian
singer and
presenter

Creating a recognition rhythm

Before you do anything else, create a schedule for your recognition and reward program. Doing this is simple and straightforward, but it’s powerful for two key reasons:

1. You’re more likely to “get it done”—in the short term—and make a lasting cultural change—in the long term.
2. Your staff will understand that the program is a regular, recurring feature of their workplace culture.

Your aim here is to establish a rhythm—for yourself and everyone else. By creating a predictable pattern, you set an organization-wide expectation that people’s efforts will be acknowledged. This might have a subconscious effect, where technologists can “relax,” sensing that

a culture of quality is in place. They will trust that they are not invisible and that the work they do is not thankless. And knowing that they have something tangible to aim for—in addition to their own personal professional pride—may just provide that extra impetus to apply themselves with rigor.

Get started by following two key steps:

1. Determine the frequency of recognition, e.g., quarterly, biannually, annually, etc.
2. Set a standard timeframe.

➤ Determining the frequency of recognition

How frequently you formally recognize your staff depends on at least a couple of factors: the size of your staff and the nature of the recognition. The more employees you have, the more quickly you may use the resources supplied by your Manager’s Toolkit, for example.

When planning rewards to be redeemed through the online rewards shop, consider that your frequency is based on the number of available rewards, which in turn is based on the number of technologists. A facility with five technologists, for example, is supplied with 25 unique reward codes over a five-year period. The Analytics in Action offering includes sufficient rewards that potentially each technologist could receive one reward each year. Obviously, some top performers may be up for a reward more frequently; others may be rewarded much less often, if ever.

The key point is to scale your reward frequency to the number of technologists on your team. If yours is a small facility, with only three technologists, then a rewards cycle tied to quarterly reviews, for example, is unlikely to meet your needs. By contrast, if you have a large staff, then a more rapid pace may make more sense. The key thing to remember is to scale your reward frequency to the number of technologists on your team.

➤ Setting a standard timeframe

Putting your recognition program on a schedule helps streamline your workflow. Some managers find it helpful to make recognition a weekly task, like payroll. Others may prefer to set aside one day each week or every other week. Whatever you choose, it's important to stick to the schedule so that recognition happens and doesn't fall through the cracks. Define the "regular basis" that's right for your team, facility, and budget.

Using the digital calendar through the Analytics in Action website is an easy way to set a recurring reminder so that you can automatically meet the timeline you've established. You can even set multiple reminders, with one tied to each kind of recognition resource or reward in your rotation—whether certificate of achievement, pin or sticker, or thank-you card. You might even set an ongoing reminder to check for perfect mammogram.

“That's the biggest thing, if I had something right there saying ‘Give them this certificate because they did so well. Give them this thank-you note because they did very well.’”

Julie Holley
Lead
Technologist,
Oaklawn Hospital,
Marshall,
Michigan, on the
idea of having
scheduled
prompts



Saying thank you

While it's crucial to recognize major accomplishments, don't overlook the power of the everyday thank-you to motivate employees. Writing handwritten notes or emails to promote the good behaviors of individuals can help create a regular culture of employee recognition. These thank-you notes and shout-outs don't have to come from managers alone; some employees may find recognition more impactful when it comes from their peers rather than from leadership. Analytics in Action provides you with tools to do so:

- Thank-you cards (Manager's Toolkit)
- Thank-you email templates (Analytics in Action website)

Let your team know that they can access these resources at any time to recognize the good work of their peers.

Identifying excellent performance

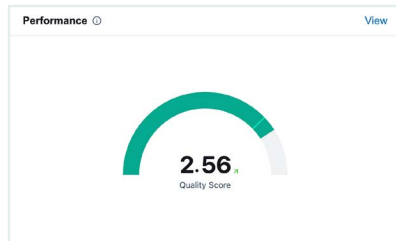
One of the most powerful things you can do to create a culture of quality is to tie recognition to your organization's performance targets. With Volpara Analytics, you can easily view the performance data of individual technologists and teams. (Technologists can also track their progress on a variety of metrics at any time, not just at their annual evaluation.) Then, you recognize and/or reward excellent work or significant improvement—by technologists or teams—with your Analytics in Action resources. Whether pins, cards, customized emails, frames for certificates or perfect mammograms, or some combination, you can use these resources to match the achievements you identify in Analytics.

Volpara Analytics provides three key tools, summarized below, to help you monitor your team's imaging performance:

- Quality score
- Team quality
- Technologist Performance Review

Note: For a more detailed discussion of these features, see your Volpara Analytics User Manual.

Once you've identified excellent performance for your defined recognition cycle, you can determine which employees qualify for rewards. For details on the Analytics in Action rewarding system, see [page 43](#).



Focus	Below 1.62
Okay	1.62 - 2.04
Global median	2.05 - 2.26
Excellent	2.27 or more
Trending up +0.06	

> Quality score

The quality score is a representation of image quality calculated from TruPGMI and TruPressure values. It is benchmarked against global Volpara Analytics user data. You can access it on two dashboards:

- **Technologist > Home > Performance** (for an individual technologist)
- **Lead Technologist > Compliance > Technology Performance Review** (for the team as a whole or, if filtered, for an individual technologist)

Use the quality score graph to quickly ascertain whether a technologist's or team's performance has exceeded the global median score or reached the Excellent category (top 25 percent of all Analytics users).



◆ **Excellent**
Target compression: 64%
Perfect + Good: 55%

◆ **Team avg.**
Target compression: 63.7%
Perfect + Good: 60%

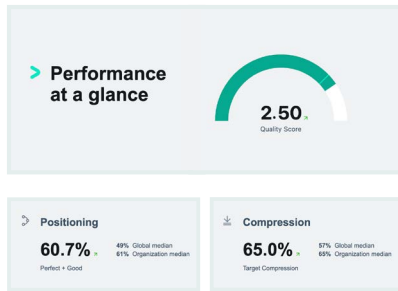
> Team quality

The team quality graph allows you to compare your technologists' quality scores, showing the percentages of their images that meet target compression and achieve TruPGMI values of Perfect or Good. You can see where technologists stand in relation to the global median, an Excellent value (top 25 percent), and your team's average quality score.

Access this graph through the following dashboards:

- **Lead Technologist > Home**
- **Breast Imaging Manager > Home**
- **Lead Radiologist > Home**

Note: The Breast Imaging Manager and Lead Radiologist version of the graph is called Technologist Quality and highlights the 90th percentile.



> Technologist Performance Review

The Technologist Performance Review, available on the Lead Technologist dashboard, provides a summary and details for the positioning and compression metrics. The page presents data for your whole team by default. You can filter by a technologist to see their individual performance data instead.

Positioning metric detail

	% of images	Star rating	Last period	Global median
CC POSITIONING				
Nipple in profile	81.9%	★★★	+0.2%	79.0%
PNL met	49%	★★	Less than 67%	68.0%
No cutoff	98.0%	★★★★	79% - 83%	98.0%
+ Nipple midline	46.0%	★★	54% or more	46.0%
MLO POSITIONING				
Nipple in profile	83.0%	★★★	+2.0%	82.0%
+ IMF visible	39.8%	★★★	+2.7%	36.0%
Pec to PNL met	74.1%	★★★★	-0.4%	65.0%
+ Adequate pec	91.6%	★★	-0.1%	93.0%
No cutoff	99.4%	★★★	+1.3%	99.0%
Pec shape	61.6%	★	+0.5%	76.0%
No pec skin folds	93.2%	★★	+1.4%	96.0%

When reviewing an individual technologist's performance data, note the star ratings assigned to the positioning and compression metrics. The star ratings indicate the percentage of the technologist's images that achieve each metric compared to global Volpara Analytics users.

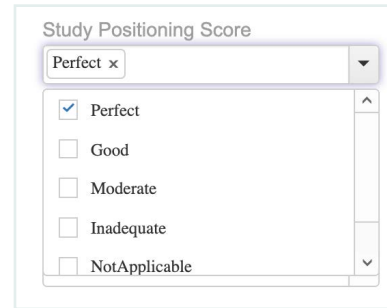
For a given metric, you can see whether the technologist has reached the Excellent or Top 10% categories, achievements that could easily serve as the basis for recognition and/or reward.

Access through **Lead Technologist > Compliance > Technology Performance Review**.

Compression metric detail

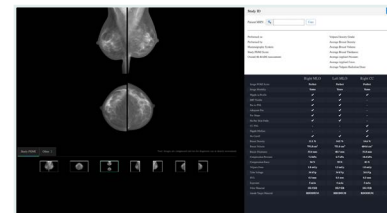
	% of images	Star rating	Last period	Global median
CC COMPRESSION				
- Target	67.1%	★★★★	-0.1%	58.0%
Low	26.0%	★★	Less than 68%	26.0%
High	12.0%	★★★	55% - 63%	12.0%
MLO COMPRESSION				
- Target	61.0%	★★★	+3.7%	55.0%
Low	36.7%	★★★	-4.0%	45.0%
High	2.3%	★★	+0.3%	2.0%

Printing the perfect mammogram

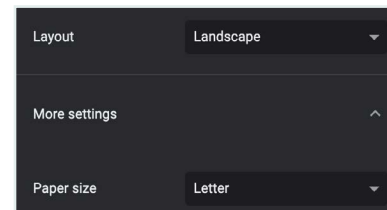


1. Sign in to Volpara Analytics, then access the study viewer through **Positioning > Individual Technologist**.

2. Under **Filters**, go to **Study Positioning Score** and select **Perfect** (see left).

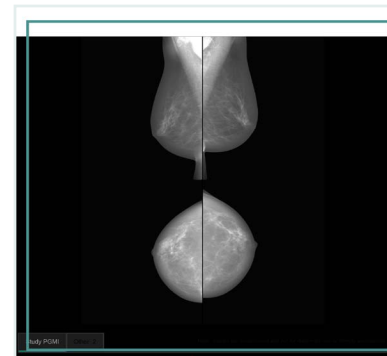


3. The **Positioning per Study** table then displays studies with a perfect score. Select a Study ID to open the study viewer, then select the thumbnail showing the stacked CC views and MLO views.



4. Click the **Print** icon in the upper right-hand corner of the Study Details.

5. Check that your page is set to **Landscape**, and you are printing at a **Letter** size, then click **Print**.



6. Once printed, grab your scissors and trim around the study views (see left). The frame will comfortably fit this size, but further trimming may be needed.

Spreading the news

Excellent technologist performance builds your organization's reputation. When your individual technologists reach special benchmarks, or your team achieves the Distinction of Excellence, you may want to highlight such accomplishments within your community. Download the social media and PR templates from the Analytics in Action website to broadcast the good news.

You can find these templates at the bottom of the **Analytics in Action website homepage** > **Spread the word**.

Meeting your people where they are

How you recognize people can be as important as the recognition itself. For some, public recognition is a terrific driver—the more acclaim, the better. For others, recognition is a private affair, to be discussed with a supervisor. You might note individual progress in a one-on-one meeting or through a personalized email. Or send a certificate to an employee that they can post in their workstation. For someone who appreciates a “fuss,” you can deliver their reward code in a thank-you card or with a framed certificate. For more private employees, a simple email with the reward might be just the right touch.

Be creative in how you combine your resources and take the time to find out what style of recognition suits each of your employees—then follow through accordingly.

Replenishing your Manager's Toolkit

Your Manager's Toolkit comes with everything needed to support your recognition efforts. Sooner or later, though, your team's ongoing excellent work will mean that you need to replenish your supplies.

Stocking up is as easy as visiting the Volpara online catalog. Access the **Analytics in Action website** at volparahealth.com/analytics-in-action. then navigate to **Replenish** and click the link to the online catalog, intradeshowsandevents.com/portal/login/.

Username: AnalyticsinAction

Password: AiA_replenish

Once you sign in, you can order the items you need on an individual basis. Or you can order a complete Manager's Toolkit. Simply add the items you want to your cart and then continue to the checkout.

Questions? Email us at support@volparahealth.com.

Rewards

Analytics in Action is all about creating a culture of quality and recognizing those individuals who help create and sustain it. As discussed in the previous section, you can use Volpara Analytics to identify your top performers (see [page 37](#)). But, because Analytics also measures development and improvement over time, it gives you the opportunity for an inclusive culture that rewards a greater variety of employees for outstanding work.

For example, you may wish to reward someone who's made a significant contribution to your culture of quality but who isn't a technologist. This might be your nurse navigator, a front-desk employee, or an individual who helped the organization reach accreditation milestones through EQUIP, ACR, or other agencies. Analytics in Action gives you the flexibility to recognize anyone in your organization.

Online rewards shop

The Analytics in Action online rewards shop makes it easy for both managers and employees to participate in a culture of quality that rewards the high-quality performance you seek to deliver to your patients.

Managers can easily reward their team for their performance-based achievements as measured by Volpara Analytics (see [page 37](#)).

- Reward recipients can select their own gift from a curated collection of products designed with your technologists in mind.

Each reward available in the online rewards shop is assigned a unique reward code that your employees use to redeem that item.

Access the online rewards shop through the **Analytics in Action website** at volparahealth.com/analytics-in-action. Then navigate to **Reward** and click the link to the appropriate online rewards shop.

Rewarding system

The Analytics in Action Reward online rewards shop features three tiers of rewards to allow you to recognize performance at different levels. Each tier includes a variety of rewards, allowing your recipients to select one that best suits them, as follows:

- **Top Performer.** The highest level, these rewards range in value from \$100 to \$150.
- **Most Improved.** These mid-tier rewards range in value from \$50 to \$100.
- **Manager's Choice.** The lowest level, these rewards can be used to celebrate high performers who may not necessarily be technologists. These rewards are valued up to \$50.

We realize that there can be varying circumstances when identifying reward recipients, so we have left some flexibility in the rewarding system, allowing you to select the most appropriate reward for the situation or circumstance.

Reward codes

As an Analytics in Action customer, you receive a specific quantity of reward codes as specified by your order or contract. Here's how reward codes work:

- Reward codes are emailed to the breast imaging manager or lead technologist as requested.
- Each reward available in the online rewards shop is assigned a unique code based on your facility location and reward tier. (See below.)
- Reward codes are valid for a limited number of uses. Once this number of uses has been reached, a reward code cannot be used again.

Reward codes structure: an example

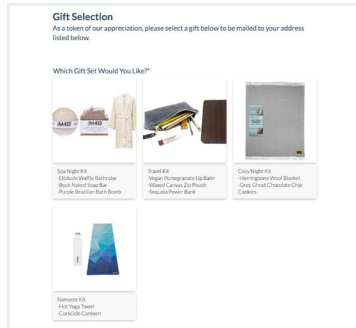
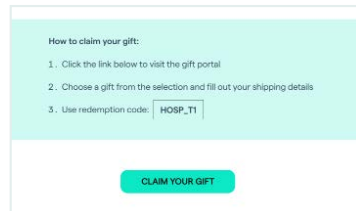
Hospital X has 18 rewards in its Analytics in Action contract. They are named and distributed across the three tiers as follows:

- **HOSP_T1—good for six uses on the Manager's Choice first tier**
- **HOSP_T2—good for six uses on the Most Improved mid-tier**
- **HOSP_T3—good for six uses on the Top Performer highest tier**

Your organization may choose to allocate its rewards differently. For example, assuming you also have 18 rewards, you might structure your codes to allow four uses on both the Manager's Choice and Most Improved portals and 10 uses on the Top Performer portal.

Redeeming rewards

1. When rewarding a recipient, select the appropriate reward level and unused code for that level.
2. Enter the code into one of the reward email templates from the Analytics in Action website.



Templates include:

- Space to enter recipient name and unique reward code
 - Congratulatory message
 - Directions for redemption
 - Link to Analytics in Action online rewards shop
3. Recipients get an email with their unique code and a link to the associated portal.
 4. At the portal, they choose an item, enter their code and shipping information, and click **Submit**. A “Submission successful” message is displayed.

Program feedback

As you implement your employee engagement program, it’s important to gather feedback from your employees. Feedback empowers your employees. We want to know what is working for them and what they would like to see change. The best recognition is the kind your employees want to receive.

Survey

Volpara will survey your staff to see what parts of Analytics in Action your employees like best so you can tailor your efforts to your team.

Support from Volpara

Volpara is here to support you through setup, implementation, and any other needs you have. Please reach out with any questions.

¹ Ericsson, K. A., Krampe, R. T., & Tesch-Römer, C. (1993). The role of deliberate practice in the acquisition of expert performance. *Psychological Review*, 100(3), 363–406.

² Employee Recognition: Low Cost, High Impact, 2016, Gallup: <https://www.gallup.com/workplace/236441/employee-recognition-low-cost-high-impact.aspx>

³ ACHIEVERS Report 2020 Engagement and retention (US edition): <https://www.achievers.com/resources/whitepapers/2020-engagement-retention-report/>

⁴ Ibid.

⁵ Harter, Jim. “Employee Engagement on the Rise in the U.S.,” <https://news.gallup.com/poll/241649/employee-engagement-rise.aspx>.

⁶ *American Journal of Roentgenology*. 2017;209: 1419–1425. 10.2214/AJR.16.17522

⁷ “Volpara’s Analysis of One Million Mammograms Identifies Key Quality Issues,” <https://www.volparahealth.com/news/volparas-analysis-of-one-million-mammograms-identifies-key-quality-issues/>

⁸ Santner, T., Santner, W., and Gutzeit, A. Effect of image quality and motivation of radiographer teams in mammography after dedicated training and the use of an evaluation tool like PGMI. *Radiography*, 2021. 27(4): p. 1124–1129.

⁹ Holland, K., et al., Performance of breast cancer screening depends on mammographic compression, in *Breast Imaging: 13th International Workshop, IWDM 2016, Malmö, Sweden, June 19–22, 2016, Proceedings*, A. Tingberg, K. Lång, and P. Timberg, Editors. 2016, Springer International Publishing: Cham. p. 183–189.

¹⁰ Whelehan, P., et al., The effect of mammography pain on repeat participation in breast cancer screening: a systematic review. *Breast*, 2013. 22(4): p. 389–94.

¹¹ Miller, Louise. “A Technologist’s Perspective of the FDA Report ‘Poor Positioning Responsible for Most Clinical Image Deficiencies, Failures.’” *SBI News: The Member Newsletter of the Society of Breast Imaging*. 2016: Issue 3. <https://www.mammographyeducation.com/wp-content/uploads/2014/09/a-technologists-perspective-of-the-FDA-report.pdf>

¹² <https://hypercontext.com/blog/employee-motivation/employee-recognition>

¹³ Brandon Hall Culture of Recognition survey 2020: <https://resources.achievers.com/resources/the-business-impact-of-inclusive-and-frequent-recognition/>

¹⁴ <https://www.achievers.com/blog/inclusive-frequent-employee-recognition/>

