Radiology Leadership Institute
Stories of Leadership Initiatives & Impact

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About ARS

- Established in 1998
- Current providers
  - 220 physicians
  - 28 APPs
- 14 health systems
- 100% owner: STARS and drARS
- ARS Foundation 501(c)(3)
- Spartan Radiology
Opportunity

- Current state
  - 2 disparate reading environments
  - >2 million examinations
  - 200 radiologists
  - 12 months
Project successes

- Create the right organizational structure to navigate change
- Address the challenges physicians face when working in teams and how to align members with diverse perspectives and backgrounds around performance goals
- Recognize the critical relationship between radiology and clinical operations
- Use basic financial statements and financial analysis to assess financial health and develop improvement strategies
Project timeline

- **Feb – Jun 2021:** STARS Decision Support designed and developed an interactive Capacity Planning tool
  - Shows the # of FTEs suggested per hour per section based on the incoming volume for each system based on the case matrix examination identifiers

- **July – September 2021:** DS, scheduling, leadership met 1:1 with section chiefs to review data and determine the reorganization needs
  - On-site responsibilities, secondary tasks and the need to balance workloads between all worklists were considered and incorporated

- **October – December 2021:** Primary, secondary and tertiary shift responsibilities finalized and new Shift Responsibility Documents created to build new reading worklists
STARS Data Warehouse

4.7 TERABYTES
Custom Applications – Time Tracking

- Logging non-interpretive and administrative activities
- Native iOS & Android app in addition to website
- Worklist integration
- Categorizes hospital activities: Medical director, clinical advisor time, etc.
Operational reports

- **Daily**
  - Preliminary Daily Progress Reports
  - YoY Daily wRVU Compare

- **Weekly**
  - OPRO TAT Report
  - OPRO Scheduling Forecast

- **Quarterly**
  - Shift Productivity Program
  - Quarterly Progress Reports
  - Volume Monitoring Report

- **Semiannual**
  - Ideal Scheduling Percentages self reported by Radiologists to inform capacity planning and recruiting

- **Annual**
  - Recruiting Analysis
  - Review all Shift Volumes and Average Production
Capacity planning
Capacity planning

Hourly FTE Estimates

Clinical Section
- Body
- Breast
- CVT
- ER
- General
- MSK
- Neuro
- Pediatric
- Shared
- US

*Average incoming volume shown in black bar. Number of FTEs calculated from average incoming volume divided by average shift production per clinical section.
By section and shift

*Average Incoming Volume shown in black bar. Number of FTEs calculated from Average Incoming Volume divided by Average Shift Production per clinical section.*
By procedures
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Schedule optimized to volume
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Work life balance

- Optimize on-site staffing
- Radiologist preference survey
- 50% increase in shift distribution
- 100% increase in home workstation deployment
- Optimize on-site workstation needs and capacity

<table>
<thead>
<tr>
<th>Shift Type</th>
<th>Average Weekday</th>
<th>Average Weekend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remote</td>
<td>82</td>
<td>17</td>
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<tr>
<td>Optional</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>On-site</td>
<td>30</td>
<td>4</td>
</tr>
</tbody>
</table>
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Improved standardization

- Protocol standardization increased from **54.3% to 80.2%**
- Technologist history standardization increased **10X**
- Developed new processes to on-board new volume/growth and to predict staffing needs, scheduling and recruitment
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