



JOHNS HOPKINS
M E D I C I N E



UNIVERSITY of MARYLAND
MEDICAL CENTER

Designing a Specialized Curriculum for the Maryland Radiological Society Resident and Fellow Section Focused on Self-Referral, Health Care Economics, and Leadership

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Introduction

- ▶ The Resident and Fellow Section of the Maryland Radiological Society (MRS) was created in 2013 to engage trainees in health policy and radiology advocacy.
- ▶ The current RFS is composed of over **30 members** with a core leadership of **8 elected positions**, including a President and Vice President who also attend regular MRS board meetings.
- ▶ We have developed a **dedicated RFS curriculum** to help maintain our RFS mission and engagement as our group expands.

Curriculum Overview

- ▶ Our curriculum has three educational targets:
 - National and Maryland specific **legislation and policy** pertaining to radiologists and radiation oncologists, radiologic studies, and clinical use of radiation
 - **Health care economics** and **high value** health care
 - **Leadership** development
- ▶ Educational tools incorporated in the curriculum include:
 - Publications, including several from JACR
 - RLI podcasts, online webinars
 - Annual national meeting participation
 - RFS and MRS discussion panels

RFS Curriculum

RFS Curriculum

Health Policy/Legislation

1. **Stark Laws: Know Your Stark: A Primer on the Stark Law and How It May Impact Your Reading Agreements**, Wool et al.
2. **Maryland Self-Referral Law History and Background: The Maryland Self-Referral Law: History and Implications**, Quadri et al:
3. **Effect of Self Referral:**
 - a. *The Effect of Self-Referral on Utilization of Advanced Diagnostic Imaging*, Levin D, Rao V
 - b. *Self-Referral: bad health care at any cost*, Borgstede J
4. **Turf Wars in Radiology Series:**
 - a. *Turf wars in radiology: the overutilization of imaging resulting from self-referral*, Levin D, Rao V:
 - b. *Turf wars in radiology: The quality of interpretations of imaging studies by nonradiologist physicians – a patient safety issue?* Levin D, Rao V:
 - c. *Turf wars in radiology: Other causes of overutilization and what can be done about it*, Levin D, Rao V:
 - d. *Turf wars in radiology: Recent Actions Against Self-Referral by State Governments, Commercial Payers, and Medicare*, Levin D, Rao V
 - e. *Turf wars in radiology: possible remedies for self-referral that could be taken by federal or state governments and payers*, Levin D, Rao V
 - f. *Turf wars in radiology: Updated Evidence on the Relationship between Self-referral and the overutilization of Imaging*, Levin D, Rao V
5. **Up to date active legislative material (house and senate bills) in the state of MD:**
 - a. <https://legiscan.com/MD/text/SB1024/2018>

Healthcare Economics

1. **Terminology**
 - a. *Health Care Economics: A Study Guide for Neuroradiology Fellows, Part 1*, Weiner et al
 - b. *Health Care Economics: A Study Guide for Neuroradiology Fellows, Part 2*, Weiner et al
 - c. *Comprehensive Health Care Economics Curriculum and Training in Radiology Residency*, Keiper et al
2. **Costs and Payment**
 - a. *Econ Speak 101*, Silva E
 - b. RVRBS system: Business of Radiology Course, Dr. David Yousem
How Radiologists Get Paid: Resource-Based Relative Value Scale and the Revenue Cycle, Lam D and Medverd J
3. **MACRA and MIPS**
 - a. <https://acrbulletin.org/departments/yps/1359-macra-and-mips-a-resident-primer>

- b. Webinar: MACRA: Implications for the Practicing Radiologist, Gregory N. Nicola, MD
 - c. *Alternative payment models in radiology: the legislative and regulatory roadmap for reform*, Silva E et al
 - d. *Traditional payment models in radiology: historical context for ongoing reform*, Silva E et al:
 - e. *MACRA, MIPS, and the new Medicare programs: an update for radiologists*, Rosenkrantz et al
 - f. *Report of the ACR's Economics Committee on Value-Based Payment models*, Boland et al
 - g. *Merit-based incentive payment system participation: radiologists can run but cannot hide*, Rozenkrantz et al
4. **RLI Podcast Episodes**
- a. <https://radiologyleaders.podbean.com/e/macra-primer-the-nuts-and-bolts-of-what-you-need-to-know/>

Leadership

1. **Introduction**
 - a. *Basic Principles of Leadership*, Harolds J
 - b. *Tips for Leaders, Part II: Leading a Private Practice Group*, Harolds J
 - c. *Lessons on Leadership*, Davenport M, Dunnick N
2. **Networking skills**
 - a. *Personal branding, a Primer for Radiology Trainees and Radiologists*, Kalia et al
 - b. <https://radiologyleaders.podbean.com/e/episode-102-personal-branding/>
 - c. *Professional Social Networking in Radiology, Who is There and What are They doing?* Patel et al:
3. **Communication courses and skills**
 - a. *Communicating in Organizations, Part I: General Principles of High-Stakes Discussions*, Harolds J
 - b. *Communicating in Organizations, Part III: Important Conversations for Leaders*, Harolds J
4. **RLI Taking the Lead Podcast Series**

Legislation and Policy

- ▶ The state of Maryland is a unique landscape for radiology legislation:
 - The **Maryland Self-Referral Law** protects patients from unnecessary tests and radiation which have shown to increase when clinicians are able to refer patients to imaging centers in which they have a financial interest.
- ▶ RFS members are updated on relevant legislation on an annual basis and also review several publications in the literature which discuss the dangers of self referral on imaging utilization, patient safety, and costs:
 - “Turf Wars in Radiology,” a series by Dr. Vijay Rao and Dr. David Levin

Legislation and Policy - Annapolis Lobby Day

- ▶ The RFS and MRS partake in an annual spring lobby day in Annapolis where residents speak with senators and representatives about current threats to self-referral protections.
- ▶ In the past, these threats have come in the form of urologists owning radiation therapy equipment, cardiology mid-level practitioners operating fluoroscopy in catheterization procedures, and large medical oncology groups owning and operating imaging and radiation equipment.

Health Care Economics

- ▶ RFS members learn and discuss basic topics and terminology used in **radiology payment**.
 - This includes the history of the resource-based relative value units, the RVU update committee, technical and professional fees, CPT codes, and fundamental concepts of the revenue cycle.
- ▶ The history of health care insurance will also be addressed, as well as potential overhauls in changing political landscapes.
- ▶ Residents are also familiarized with different healthcare payment models and **MACRA/MIPS**.

Quality Driven Care

- ▶ MD recently transitioned from the **All Payer Model** which limited per capita spending during hospitalizations, to the **Total Cost of Care Model:**
 - Anticipated to save \$1 billion in 5 years
 - Hospitals are incentivized to decrease costs due to capped payment for all hospitalizations annually.
 - PCPs and hospitals will receive incentive payments for reducing patient hospitalizations and prioritizing quality of care.
- ▶ RFS members are encouraged to attend **national ACR meeting** as well as the **Architecture of High Value Care Conference** held annually in Baltimore.

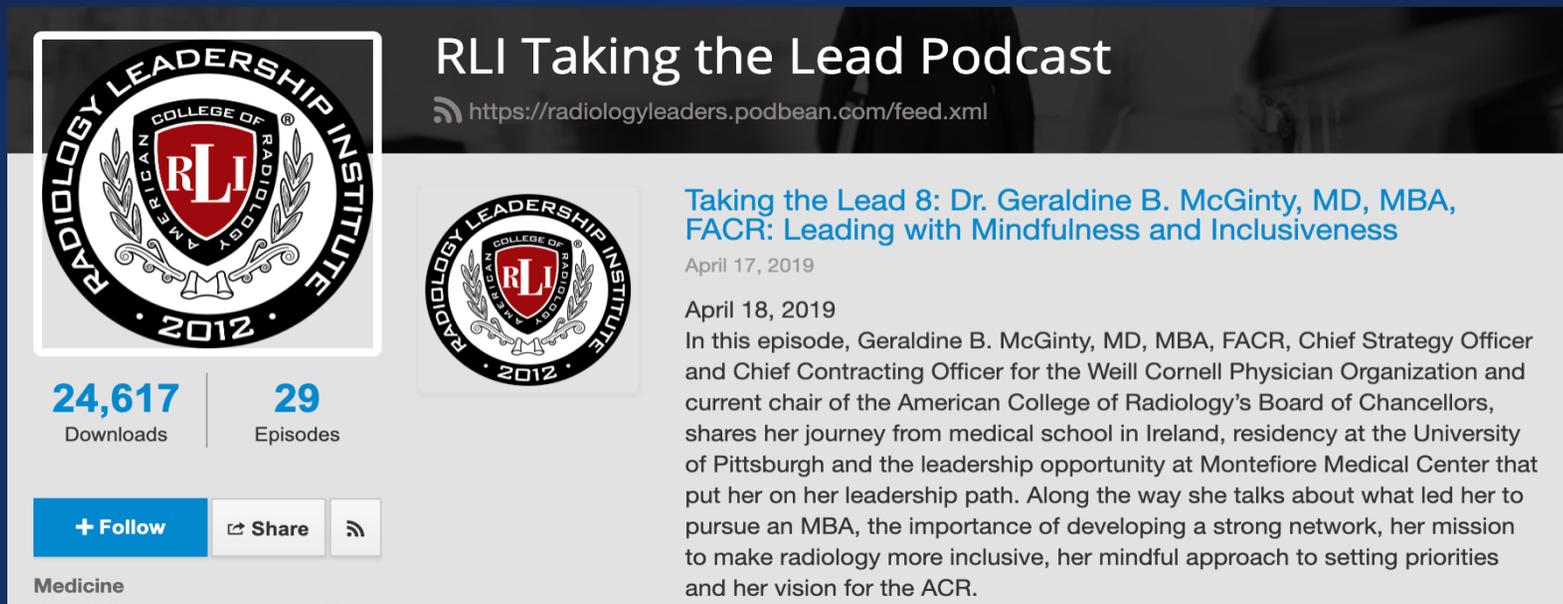


Leadership Skills

- ▶ Formalized education in leadership is becoming increasingly emphasized in radiology residencies.
 - As more physicians seek degrees in business to supplement their clinical practice, skill sets to prepare residents for management and administrative positions are in high demand.
 - Familiarity with such topics is addressed heavily in the JACR as well as in the RLI Leadership Essentials Program.
- ▶ **Networking skills** are also important for our RFS, as trainees meet many MRS members who practice in Maryland, with many opportunities for future collaboration and job options.

Leadership Skills

- ▶ RFS members utilize the **RLI Podcast** to hear from renowned clinicians who have made a career in radiology policy and education.
- ▶ Several MRS members also mentor RFS members prior to lobby day and at **networking events**.



The screenshot shows the RLI Podcast page on Podbean. At the top left is the RLI logo, a circular emblem with 'RADIOLOGY LEADERSHIP INSTITUTE' and 'AMERICAN COLLEGE OF RADIOLOGY' around a central shield with 'RLI'. Below the logo are statistics: '24,617 Downloads' and '29 Episodes'. A '+ Follow' button and a 'Share' button with a RSS icon are also visible. The main title is 'RLI Taking the Lead Podcast' with the URL 'https://radiologyleaders.podbean.com/feed.xml'. Below this is a list of episodes. The first episode is 'Taking the Lead 8: Dr. Geraldine B. McGinty, MD, MBA, FACR: Leading with Mindfulness and Inclusiveness', dated April 17, 2019. The second episode is dated April 18, 2019, and its description reads: 'In this episode, Geraldine B. McGinty, MD, MBA, FACR, Chief Strategy Officer and Chief Contracting Officer for the Weill Cornell Physician Organization and current chair of the American College of Radiology's Board of Chancellors, shares her journey from medical school in Ireland, residency at the University of Pittsburgh and the leadership opportunity at Montefiore Medical Center that put her on her leadership path. Along the way she talks about what led her to pursue an MBA, the importance of developing a strong network, her mission to make radiology more inclusive, her mindful approach to setting priorities and her vision for the ACR.'

RLI Taking the Lead Podcast
<https://radiologyleaders.podbean.com/feed.xml>

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Medicine

Taking the Lead 8: Dr. Geraldine B. McGinty, MD, MBA, FACR: Leading with Mindfulness and Inclusiveness
April 17, 2019

April 18, 2019

In this episode, Geraldine B. McGinty, MD, MBA, FACR, Chief Strategy Officer and Chief Contracting Officer for the Weill Cornell Physician Organization and current chair of the American College of Radiology's Board of Chancellors, shares her journey from medical school in Ireland, residency at the University of Pittsburgh and the leadership opportunity at Montefiore Medical Center that put her on her leadership path. Along the way she talks about what led her to pursue an MBA, the importance of developing a strong network, her mission to make radiology more inclusive, her mindful approach to setting priorities and her vision for the ACR.

Conclusion and Future Directions

- ▶ This specialized curriculum is designed to enhance trainee engagement in legislation and policies affecting radiology, health care economics, and leadership.
- ▶ As our curriculum becomes fully integrated with RFS activities annually, its most successful components will also be shared with other radiology residents throughout Maryland and neighboring chapters.
- ▶ Future survey data will indicate which educational targets and formats are most effective, and measure the impact on resident education as well as RFS membership over time.