

2020 ACR-RBMA Practice Leaders Forum



The Evolution of Radiology Employment: Corporatization, Generational Habits and the Gig Economy

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Disclosures

- Bender: No financial disclosures
- Jimenez: No financial disclosures
- Oppe: No financial disclosures

Learning Objectives

- Discuss the effect changing work environments (e.g., corporatization and locums work) will have on the ability of practice leaders to recruit and retain the best talent.
- Employ innovative strategies such as remote working and flexible scheduling in order to appeal to a broader set of applicants.
- Consider methods to create a work environment that is welcoming and engaging to employees at all stages of life.

Changing Practice Models: ACR Workforce Survey

2019 HR Workforce Survey

Reported Private Practice Model Changes

- Four in ten private practices (41%) overall reported discussing a model change or indeed having a change in practice model during the past three years
- Practice size appeared to significantly impact the degree to which a model change was introduced or discussed. Both small and large-sized groups appeared to embrace a practice model change significantly more so than mid-sized groups:
 - 45% of groups with less than 10 radiologists reported a practice model change
 - 19% of groups with 11-20 radiologists reported a practice model change
 - 36% of groups with more than 20 radiologists reported a practice model change
- Regional differences in practice model change:
 - Half of mid-west practices (51%) indicated they have discussed or changed their model in the past three years, whereas
 - Only one-quarter (25%) of practices in the Mid-Atlantic region similarly assessed a model change

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American College of Radiology

2019 HR Workforce Survey

Most of those (48%) who indicated entering into practice model discussion indicated a 'no change' outcome to their practice

- About one in six (17%) mentioned merging with another or other groups as a result
- About one in 10 (8%) indicated they either joined an alliance or sold to a corporate structure



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Employment Trends: Corporatization in Radiology

Corporatization: *The acquisition of part or all of the assets of a medical professional corporation by private equity, venture capital firms or public companies.*



Journal of the American College of Radiology 2019 16, 1364-1374 DOI: (10.1016/j.jacr.2019.07.003)

Corporatization in Radiology: What is the impact?

- For Radiologists
 - Early Career – employed model more attractive
 - Late Career – financial incentive to sell out
 - Loss of autonomy, work-life balance, productivity demands, org culture
- For Non-physician staff
 - Financial incentive to employ APPs
 - Outsourcing of technical staff – not yet
- For Administrators/Business Leaders – Negative Impact Noted (RBMA)
 - Consolidation = Fewer administrative personnel and business leaders
 - Impact on Professional Organizations such as RBMA – large entities create their own ‘best practices.’

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America's Top 40 (Radiology Groups)

20% of the 40 largest radiology groups are investor owned or equity backed

2019 Group Practice Survey: The Exemplary 80
[Dave Pearson](#) | October 14, 2019 | [Healthcare Economics & Policy](#) – Radiology Business

RANK	PRACTICE	FTE RADS	HOSPITALS	EXAMS	2018 RANKING
1	Radia Lynnwood WA	205	21 to 50	1 million+	#1
2	Radiology Associates of North Texas Fort Worth TX	174	21 to 50	1 million+	#2
3	Texas Radiology Associates Dallas TX	141	21 to 50	1 million+	#7
4	Southwest Diagnostic Imaging Phoenix AZ	139	11 to 20	1 million+	#3
5	Advanced Radiology Services Grand Rapids MI	133	21 to 50	1 million+	#8
6	University Radiology East Brunswick NJ	126	6 to 10	1 million+	#10
7	Renaissance Imaging Medical Associates Northridge CA	122	21 to 50	1 million+	#4
8	Columbus Radiology Columbus OH	119	21 to 50	1 million+	#5
9	Riverside Radiology & Interventional Associates Columbus OH	119	21 to 50	1 million+	#6
10	American Radiology Associates Dallas TX	111	11 to 20	1 million+	#12
11	TRA Medical Imaging Tacoma WA	102	11 to 20	1 million+	#11
12	Inland Imaging Spokane WA	97	21 to 50	500,001 to 1M	#13
13	Charlotte Radiology* Charlotte NC	96	11 to 20	1 million+	-
14	Central Illinois Radiological Associates East Peoria IL	93	21 to 50	1 million+	-
15	Bay Imaging Consultants Medical Group Walnut Creek CA	92	11 to 20	1 million+	#18
16	Radiology Associates of South Florida* Miami FL	80	11 to 20	1 million+	#16
17	Radiology Associates of Florida* Tampa FL	79	2 to 5	1 million+	#21
18	Quantum Radiology Marietta GA	73	6 to 10	1 million+	#37
19	Desert Radiology* Las Vegas NV	72	11 to 20	1 million+	#24
20	Clinical Radiologists Springfield IL	70	21 to 50	1 million+	#27
21	Rhode Island Medical Imaging Warwick RI	70	6 to 10	1 million+	#28
22	Medical Diagnostic Imaging Group Phoenix AZ	69	21 to 50	1 million+	#29
23	Medical Imaging of Lehigh Valley Allentown PA	69	6 to 10	1 million+	#22
24	Northside Radiology Associates Atlanta GA	68	2 to 5	1 million+	#23
25	Progressive Physician Associates Bethlehem PA	65	11 to 20	500,001 to 1M	#30
26	Greensboro Radiology* Greensboro NC	64	6 to 10	1 million+	#26
27	Diversified Radiology of Colorado* Lakewood CO	61	11 to 20	500,001 to 1M	#31
28	West County Radiological Group St. Louis MO	57	2 to 5	1 million+	#40
29	Radiology Imaging Consultants* Harvey IL	57	11 to 20	500,001 to 1M	#32
30	Radiology Partners Gulf Coast* Houston TX	56	11 to 20	1 million+	-
31	Radiology of Indiana Indianapolis IN	56	2 to 5	1 million+	#43
32	Heckensack Radiology Group River Edge NJ	53	2 to 5	500,001 to 1M	#50
33	Radiology and Imaging Specialists of Lakeland Lakeland FL	52	6 to 10	1 million+	#53
34	Radiology Associates of Richmond Richmond VA	51	6 to 10	500,001 to 1M	#41
35	Northwest Radiology Network Indianapolis IN	51	11 to 20	500,001 to 1M	#51
36	Radiology of Huntsville Huntsville AL	50	11 to 20	500,001 to 1M	#45
37	Commonwealth Radiology Associates Brockton MA	50	2 to 5	500,001 to 1M	#62
38	Wake Radiology Raleigh NC	50	2 to 5	300,001 to 500,000	#42
39	Radiology Imaging Associates Daytona Beach FL	48	2 to 5	500,001 to 1M	#44
40	MBB Radiology* Jacksonville FL	47	6 to 10	500,001 to 1M	-

*Investor-owned or equity-backed

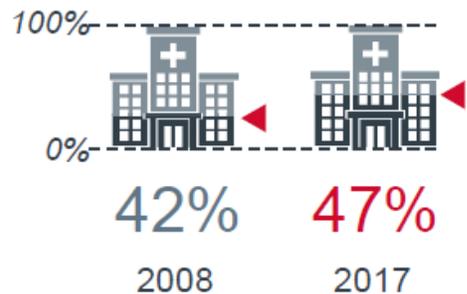
Dominant health systems still hold keys

Consolidation led to even greater market power



Acquiring Competitors

Purchasing radiology-owned imaging centers, IDTFs



Percent of imaging conducted in HOPDs compared to private offices



Employing Providers

Employment increasing proportion of referring physicians

44% of physicians are employed by systems

70% Increase in employment from 2012-2018



Merging Hospital Networks

Expanding capital, geographic footprint through consolidation

94% of Imaging Performance Partnership members are part of multi-hospital systems

20% Growth in number of hospitals in health systems from 2004-2014

Discussion Points

How will small and mid-sized groups compete with large, corporate owned/equity backed practices?

Sub-specialization?

24/7/365 Coverage?

On-site coverage for small community/critical access hospitals?

Equipment and Technology Upgrades?



Remote Reading and Flexible Scheduling – Our Experience

- Increases applicant pool for hard to fill positions/locations
- 25% of our radiologists (100% of night group) live outside of our community
- Travel is expensive and at times unreliable
- Positions are hybrid...mixture of on-site and remote reading
- Group approval
- Mutually beneficial
- Not unique to radiology: At Carle other shift based services such as ED, pediatric surgery and hospital medicine have this arrangement

Night Radiologists at Carle – Hybrid Remote Reading

- 4 Radiologists in Section
- Work 7 days of overnight and 5 swing (2p – 10p) shifts per 4 week period
- Swing shifts all performed remotely
- Option of performing up to 50% of overnight shifts remotely
- Night radiologist arranges backup for procedures/downtime from members of day group. Income transferred to backup radiologist
- Option to cover open day shifts remotely for additional pay
- Shift based compensation – remote reading weighted 10% less

Daytime Flexible Scheduling - Compression

- Out of state NM/body imager
- Works compressed schedule to allow maximal home time
- Monday: Half Day remote
- Friday: Full shift, broken up - half remote
- Tues-Thurs: works longer shifts, covering late PM shifts
- Mutually beneficial arrangement:
 - Radiologist gets more home time – Friday PM through Tues morning
 - Remainder of group covers less late PM shifts (Half of all late pm shifts covered)
- Under consideration: Radiologist “Sabbatical” – extended periods of remote coverage
- May consider expanding to other radiologists to improve PM coverage

Pain Points and Caveats

- Cost – all radiologists get home workstation (approx. \$4000)
- Medicare reimbursement for out of state reads
- Group approval – especially in small sections
- Production and Quality auditing
 - Are they available, accessible?
 - Are there productivity/coverage gaps
- Group engagement: communication and participation within group
- Scheduling inequities: procedures, conferences, other non-reading tasks
- More difficult to add value: referring clinician relationships
- Staff interaction, communication logistics
- IT Considerations – PACS speed, IT support



Case Study: MBB Radiology's Ongoing Shift Auction

Overview of MBB's Auction Process

- Shift schedule released every four months
- Radiologists given option to swap, or put their unwanted shifts back "on the market"
- MBB scheduling coordinator collects shifts from radiologists looking to "sell," matches them with radiologists looking to "buy" on one-by-one, first come first serve basis
- Willing parties sign written agreement noting transaction; coordinator makes change to financials to reflect transaction

Considerations When Implementing Shift Auctions



Limit number of shifts a partner can sell to prevent selling down to a significantly reduced workload



Set a maximum number of shifts a radiologist can work to prevent burnout from buying extra shifts



Consider returning difference in shift rates to groups, to ensure parity in transferring shifts between junior, senior partners

“

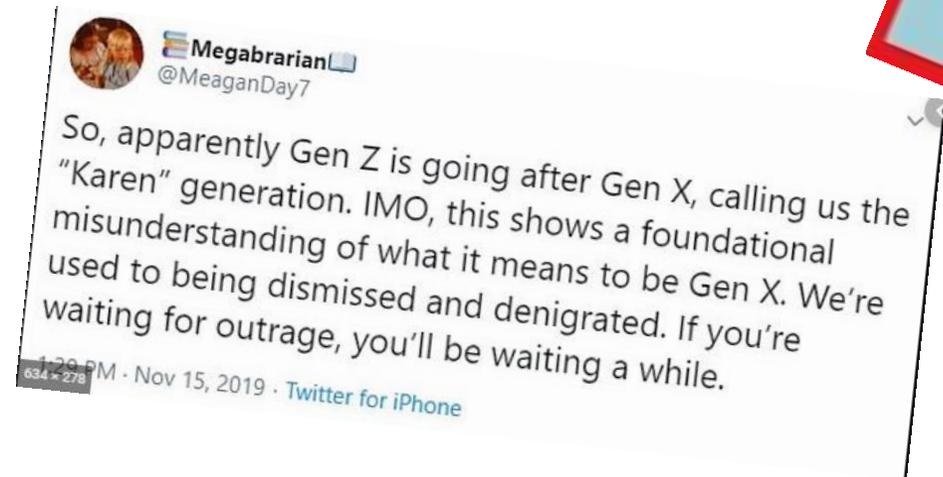
“There is not a single physician in the group that has not taken part in buying/selling their shifts.”

Terry Brown
COO, MBB Radiology

Discussion Points

- *How many in attendance are using remote reading or flexible scheduling to help attract and retain radiologists or add specialty coverage?*
- *What advantages/disadvantages of this type of arrangement have you experienced or do you foresee?*
- *How are these arrangement accepted or perceived by others outside of the radiology department eg. Referring clinicians or hospital leadership?*

Generational Considerations in the Radiology Department



Age distribution trend of Workforce stable

- The overall distribution trends have been consistent from 2012 through 2019
 - About four in ten 45 or under
 - Approximately 50% b
- Based upon this distri



** Note: Average age of Radiologists and Members appears to be slightly higher at 54 years via 2017 membership tracking study*

What is “Engagement?”

Employee engagement does not mean employee happiness.

Someone might be happy at work, but that doesn't necessarily mean they are working hard, productively on behalf of the organization.

While corporations are fun-- happy is

gym rooms, free massages and Friday keg parties-- making employees

Employee engagement doesn't mean employee satisfaction.
Many companies have "employee satisfaction" surveys and executives talk about "employee satisfaction", but the bar is set too low. A satisfied employee might show up for her daily work with a complaint. But that same "satisfied" employee might not put extra effort on her part.

When employees care—when they are *engaged*—they use **discretionary effort.**

This emotional commitment means engaged employees actually care about their work and their company. They don't work just for a paycheck, or just for the next promotion, but work on behalf of the organization's goals.

459,403 views | Jun 22, 2012, 07:09pm

What Is Employee Engagement



Kevin Kruse Contributor @ Careers

Generation Characteristics

	Veterans	Baby Boomers	Generation X	Millennials
Major Cultural Events	<ul style="list-style-type: none"> • World War II • Great Depression • The New Deal 	<ul style="list-style-type: none"> • Vietnam War • Civil Rights Movement • Woodstock 	<ul style="list-style-type: none"> • AIDS Epidemic • Internet Revolution • MTV 	<ul style="list-style-type: none"> • Columbine • 9/11 • 2004 Presidential Election
General Qualities	<ul style="list-style-type: none"> • Straightforward • Thorough • Reluctant to change • Uncomfortable with conflict 	<ul style="list-style-type: none"> • Desire to please • Service-oriented • Social • Driven 	<ul style="list-style-type: none"> • Adaptable • Independent • Creative • Openly speak opinions 	<ul style="list-style-type: none"> • Multi-taskers • Tolerant • Tenacious • Highly involved
Communication	<ul style="list-style-type: none"> • Formal • Memo 	<ul style="list-style-type: none"> • In-person • Telephone 	<ul style="list-style-type: none"> • Direct • Immediate • Email 	<ul style="list-style-type: none"> • Limited In-person • Texting • Social Media
Work Ethic	<ul style="list-style-type: none"> • Hard work • Respect authority • Duty • Adhere to rules and policy 	<ul style="list-style-type: none"> • Workaholics • Question authority • Driven to succeed • Team player 	<ul style="list-style-type: none"> • Work-life balance • Self-reliant • Entrepreneurial • Telecommuting OK 	<ul style="list-style-type: none"> • Looking for meaning • Dedicated • Goal-oriented • Desire to 'do it all'

SUPPORTING ALL 4 WORKING GENERATIONS

February 23, 2015 | Posted in [Benefit Trends](#)

The Multigenerational Radiology Department

- Millennials want:
 - Pay AND Lifestyle –with flexibility!
 - Work With Purpose
 - Rapid Advancement
 - Career Development/Education
 - Boomers to Teach Them
 - The newest tech
- Boomers Want:
 - Part-time employment with flexibility – ease into retirement
 - Millennials to quit their whining
- Gen Xers Want:
 - Millennials and Boomers to quit fighting so we can get the work done!



Work With Purpose

“...keeping our focus on patients – our perpetual north star – works.” - *James Leonard, M.D.*
CEO Carle Health System

- Organizational culture emphasizes patient centered care and congenial work environment
 - HR has special working group on millennial engagement
- Decisions are based on what is best for the patient, not finances
- Radiology leadership emphasizes the department’s role in organizational initiatives: Centers of Excellence, Research, Program Building

Rapid Advancement

- New radiologists are given some form of leadership within 6 months of hiring
- Newly trained subspecialists are engaged for expertise
- Formal leadership training provided by health system to educate emerging leaders
- Advantage of employed position is opportunity to participate in leadership activities outside of radiology

Education and Development

- All new professional staff provided an intradepartmental and organizational mentor
- Incentivize radiologists to give techs feedback (positive and negative)
- Monthly educational seminars for radiologists and technologists
 - Improves Staff – Physician relationships
 - Improves Imaging Quality
- Non-physician staff have opportunity to perform “tech ladder”
 - Commitment to continue education, take on additional responsibilities and improve work quality with commensurate increase in pay

Technology Considerations

- Be cognizant of communication preferences: e-mails don't cut it
- Engage your tech savvy new hires in major equipment and informatics systems purchases – they might just save you from a costly mistake!
- Flexible work arrangements such as remote reading require special technology considerations – fast PACS, zero footprint viewer, server side rendering
- One size doesn't fit all

What about our Boomers?

Case Study: Rouseff Radiology's¹ Pre-Retirement Track

Part-Time Shareholder Option Available for Tenured Radiologists Near Retirement



Program: 2-3 year wind down, transition period for tenured radiologists



How It Works:

- Shareholders given option to adjust hours to 50-90% of peers, but still retain shareholder status
- Paid percentage of partnership income based on hours; contribute proportional amount to call, weekend coverage



Eligible Participants: Shareholders who've been working with group for 20 years or more



Maximum Time Allowed:

Three years; participants then retire or can negotiate employment agreement



Model Benefits

- Near retirement radiologists enjoy flexibility, ownership
- Group retains experienced radiologists with strong referral relationships for longer
- Helps group leaders backfill, plan for replacement

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Flexible Work Models for Radiologists
Case Studies and Insights for Radiology
Leaders
RESEARCH REPORT
Imaging Performance Partnership
advisory.com/ipp

Discussion Points

- *What steps do you take in your practice to recruit, engage and retain members of different generations?*
- *Have you made any changes to the work schedule or other operational functions to accommodate the needs/wants of millennials?*
- *Do you have a formal mentorship program? If so, do your employees find it beneficial?*
- *Do you foresee the desire of millennials to have work-life balance and flexibility driving people into the gig economy (eg. Locums/travel assignments)?*

Thank you for your participation!