

RLI Speakers – Chapter Topics 2018

Below are the RLI speaker session titles and descriptions. These are a core group of topics; additional topics may be available, based on the need of the Chapter. Also, there may be RLI speakers available on a rotating basis i.e. RLI board members. Please contact Vickie Giannotti at vgiannotti@acr.org for details

Frank J. Lexa, MD, MBA, FACR - RLI Board Chair	
Commoditization in Radiology – Why it is not inevitable, even when it has already happened (Lexa)	Commoditization represents a serious challenge to US radiology. This talk explores the reasons why radiology is sometimes perceived as a commodity and why that has serious implications for our future. <u>Objectives:</u> 1. Analyze what a commodity is and why radiology might be perceived as one 2. Understand why becoming a commodity would be a failure for US radiology 3. Develop strategies for de-commoditizing the practice of radiology while simultaneously improving service and quality
Value in Radiology: Measuring it, Increasing it and Getting Paid for it (Lexa)	Many people outside (and sometimes inside) radiology misunderstand the ways that value is measured in radiology. It is critical that radiologists understand how our value is measured and mis-measured. This talk will discuss what value means, how it is commonly measured and how it might be measured in the future. More importantly, we will explore ways of increasing our value and being appropriately compensated for it.
Future Shocks: Challenges to Radiology in 2019 (Lexa)	Strategic business planning for radiologists and their groups and departments requires a detailed, realistic understanding of the disruptive trends that impact on our future. This talk will the most important business, financial, economic, political, sociologic and technologic trends we are facing and how they should be addressed in our scenario planning, strategic viewpoints and tactical implementation
Burnout in Radiology: Saving Ourselves and Our Profession (Lexa)	Burnout is not a myth and it is not a personal weakness. It is a serious danger to the future of our profession and to the health and well-being of US radiologists. Data regarding the current prevalence of burnout from the first two national surveys of neuroradiologists will be presented. The implications for mental health, physician productivity, personal happiness, group cohesion, turnover will be discussed. Data regarding the impact of workload and early burnout on the academic triad and on service to radiology groups and professional organizations will be presented. The diagnosis and prevention of burnout will be covered. (includes cutting edge data from ASNR survey)
Leadership in the Era of Large, Merged Groups	The US radiology landscape has changed radically

(Lexa)	in just a single generation. Groups have quickly grown through mergers, consolidation as well as organic growth. The challenges of leadership change substantially as a group morphs from a nine person entity to thirty and then sixty FTE radiologists. The nature of these challenges and the means of addressing them to ensure success will be presented.
Back to the Future: The Impact of the Federal Government on US Radiology in 2019 (Lexa)	By a host of measures, the US Federal government is the major stakeholder in US healthcare. It pays for more healthcare than any other entity. It pays for a large amount of the research that is performed and a large amount of the education of GME trainees. It runs other entities including the VA and the DoD health systems. The US government regulates many aspects of how we practice and increasingly affects how states and local governments regulate us. Every day in this decade approximately 10,000 US citizens joined the Medicare system and that will continue well into the next decade. This talk will discuss how the current government is different in 2019 and what we need to plan on in order succeed.
Core Financial Principles for Radiology Professionals (Lexa)	This session provides a foundation for understanding financial terms and concepts. The focus will be on applications within the health care enterprise. It will cover: accounting issues-including revenue versus cash, the time value of money, discount rates, how to map cash flows and calculate net present value and IRR.
Volume to Value (Lexa)	The practice of radiology is facing a paradigm shift in how care is delivered and in how radiologists will be paid for their work. Several types of novel payment schemes have been implemented both in public programs (CMS) and by private insurance carriers to pay for imaging based upon a combination of measures that attempt to address quality, service, preexisting guidelines, bundles of care and both individual and group outcomes.
Measure for Measure (Lexa)	This lecture will tackle one of the more difficult and onerous topics in radiology practice today. It occurs in both private and academic practice and spans many nations around the globe. How radiology practices track work and what incentives (or punishments) should they consider (if any) in order to meet group and individual goals. We will discuss the ways that productivity is measured, why it is measured, and how to carefully consider the consequences of acquiring and using these metrics.
Leadership in Radiology: Leadership from Below (Lexa)	This talk will explore the personal impact of leadership training on you and your career. We will discuss how leadership is taught and developed in other disciplines and why it is critical to you as a future radiologist as well as to our profession. We will go through an easy to use paradigm for getting started on applying your leadership skills early in your career. We will also review what it means to be a strong leader and why we don't always have the

	leaders that we need in our departments and practices.
The Customer is (Sometimes) Right (Lexa)	This lecture will review the current use of service and quality metrics by radiology groups. The discussion will focus on how radiology groups and departments should collect their own data and use it internally. We will discuss how measurements differ by stakeholder group: patients, referring physicians, hospital administrators, etc. The methodology of effective data collection will be reviewed with a discussion of best practices for acquiring actionable data and for using that to improve service to your key customer.
The Economics & Commoditization of Payment Models (Lexa)	One of the uglier words in business parlance. By definition it means that your product or service has no differentiating features within its markets other than price. There has been a great deal of discussion in the recent literature of how radiology has (or will soon) become a commodity. This view appears to reach to some of the highest echelons of not only the government but also corporate and academic institutions. In this session, we will explore the factors that can lead to commodity behavior in a market and discuss the hazards of becoming commoditized.
Advanced Economic Principles for Radiology Professionals (Lexa)	This session will cover two advanced concepts in economics for radiologists and other imaging professionals. We will discuss how managerial accounting principles can be used to analyze how an imaging service works (or doesn't work) and how that can be applied to understand how changes in what you do affect the costs and the profitability of your department or service. We will also discuss several ideas that are at the core of operations management and how they can be used to improve service, quality and effectiveness in an imaging practice.
Service With a Smile (Lexa)	This lecture will discuss the rising importance of the relationship between hospital administrators and radiology groups. This will be addressed by focusing on the role of the administration as a customer, not just a stakeholder. The reasons for the changing role will be discussed, as will the challenges of meeting increased competition from other groups and national groups. Insights into what hospital executives want from radiologists and their groups will be reviewed as will techniques for improving communication and measuring service and quality.

Lawrence R. Muroff, MD, FACR – RLI Board Member	
How to Evaluate a Job Offer (Muroff)	This lecture will discuss what residents/fellows must consider when evaluating a potential position. Data from the most recent Economics of Diagnostic Imaging Symposium will be presented so that residents/fellows can better understand market forces and group expectations. Hiring decisions, strategies, and suggestions will be offered so that

	attendees can better evaluate whether a position suits their interests and their needs.
Future Trends That Will Impact What You Will Do and What You Will Earn (Muroff)	This session focuses on trends impacting the specialty of radiology and includes discussions about declining reimbursement, radiology's image with the public and in Washington, D.C., inappropriate emphasis on productivity to the exclusion of practice building activities, turf wars, the increasingly active role of academia, corporatization, commoditization, and alternative payment models.
Advanced Governance, Radiology Contracts and Non- Traditional Competition: Changing How You Practice (Muroff)	This lecture will cover the challenges that radiologists will face in the new health care dynamic. Discussion will include suggestions to update governance initiatives, newer thoughts in contracts between radiology groups and their members, and strategies to understand and meet non-traditional competition.
National Entrepreneurial Radiology Companies: Vulnerabilities and Advantages of the Rural Practice (Muroff)	This presentation will cover non-traditional competition facing radiology practices in the new health care dynamic. Why competition is becoming more aggressive will be covered. The discussion will focus on special considerations confronting rural practices such as the provision of 24/7/365 sub-specialty expertise and comprehensive quality programs. Strategies for meeting the challenges posed by these companies will be presented.
Why Radiologists Lose Their Hospital Contracts (Muroff)	Discuss how hospitals can replace their incumbent radiology groups / Develop strategies to minimize the chances of losing one's hospital contract.
What Are the Great Practices Thinking and Doing? (Muroff)	This presentation describes what great practices do to differentiate themselves from the vast majority of radiology groups. The importance of appropriate structure, governance, strategic planning/scenario planning, prompt decision-making, and decisive action will all be covered. Attendees should easily be able to implement into their practices the suggestions offered in this presentation.
Negotiation Principles for Radiologists (Muroff)	This presentation will focus on the principles of negotiations that apply to radiologists. Emphasis will be placed on negotiating difficult hospital contracts. Getting to an appropriate end-point will be stressed, and the strategies necessary to do so will be emphasized. Negotiation terms will be defined and explained; appropriate hospital contract clauses will be covered. This talk is structured to provide radiologists with practical information that they can immediately incorporate into their practices.
What They Didn't Teach You, But You Really Need to Know (Muroff)	This lecture will discuss issues that radiologists are not prepared to face when they leave their training programs. These issues include the fact that a radiology job might not be secure, income might vary considerably, practice-building and service are essential elements of a successful practice, and participation in state and national advocacy might be important for survival.
Four Major Challenges	This talk will incorporate strategic planning and

(Muroff)	practice management. As an aside, it will also be very supportive of the need to get involved in the ACR.
Contracts Between Radiology Groups and Their Radiology Members (Muroff)	This lecture will cover the principles that govern contracts between radiology groups and their radiologist members. It will start by defining what a contract is, why it is necessary, and what it should contain. It will continue by explaining that this employment agreement (contract) is not a document of parity, but rather favors the practice in all ways possible. No member, however senior, is more important than the integrity of the practice itself. The lecture will name six clauses that are essential to the effective relationship between a radiologist and his/her practice. Finally, it will cover practice policies that make it possible to govern effectively.
Radiology Practice Options: Now and in the Future (Muroff)	There are many options for radiologist to choose from when considering a new position. This presentation covers the major options and discusses the positive and negative aspects of each.
Will Venture Capital Funded National Radiology Entities Change Radiology From and Independent Owner Model to a Specialty of Shift Workers? (Muroff)	This lecture will discuss the phenomenon of national radiology companies/practices. It will cover why groups join them, what they offer, what concerns exist, and how they will impact the future of the specialty.
Thinking Outside the Box; Big Ideas for Your Practice and for the Specialty (Muroff)	This lecture will explore big ideas that could enable practices to differentiate themselves from their competition, provide outside sources of revenue, and/or change the specialty for the better.
Hospital Contracting: 18 Clauses That You Should Prepare For (Muroff)	This lecture discusses hospital contracts and provides radiologists with a guide to protect their practices. Specific important clauses will be presented and strategies to avoid problems will be covered.
Culture Change: Why Is It So Important Yet So Difficult? (Muroff)	Culture is the way a like-minded group of individuals think and act. The culture of radiology has both good and bad aspects. This presentation will discuss these attributes, cover why change is needed, and describe how change can occur.
Dealing with the Problematic Partner/Associate (Muroff)	Problematic radiologists can be disruptive and can demoralize a practice. There are many different types of problems that occur in radiology groups. The common denominator is that if the issue is not dealt with fairly and expeditiously, the practice suffers, the leaders lose credibility, and the problematic radiologist feels emboldened. This presentation discusses how to deal with problematic individuals and what is needed to do this effectively.
Governance: Established Concepts; Newer Challenges (Muroff)	There are established principles that enable a radiology practice to be governed effectively. These principles facilitate the implementation of new concepts, promote effective communication, and give a meaningful voice to all group members. There have been new challenges to effective governance as groups become larger and more geographically diverse. This presentation discusses the challenges and offers practical solutions.

<p>Mergers, Affiliations, and Aggregations: What are Practices Doing in 2018 (and beyond) and Why? (Muroff)</p>	<p>Groups are getting larger for a variety of reasons (some good and some not so good). This presentation covers reasons why practices are affiliating, including joining national radiology entities.</p>
<p>Productivity Measurement and Management: Stepping on the 3rd Rail of Radiology (Muroff)</p>	<p>Productivity has continued to increase, so much so that some groups are “hamster wheel” practices. Emphasis on productivity has caused some groups to neglect the important (contract saving) activities such as consulting, practice building, serving on hospital committees, and interacting with referring physicians, administration, and hospital board members. This presentation will discuss the issues surrounding productivity measurement and management, and it will provide practical suggestions to groups dealing with these issues.</p>
<p>Business Opportunities and Income Diversification for Radiologists (Muroff)</p>	<p>In an era of declining reimbursement, it is important for practices (academic and private) to diversify their income sources. This presentation discusses opportunities that exist to accomplish this goal.</p>
<p>My Hospital Sent Out and RFP: Now What? (Muroff)</p>	<p>Throughout the country, radiologists are losing their hospital contracts. This paper discusses what a practice should do if it is notified that the hospital intends to solicit other practices to provide coverage. It defines what a request for proposal (RFP) for radiology services is, and it provides a specific strategy for how a practice should respond to this challenge.</p>
<p>Partial Retirement, Altered Workload, and Other Quality of Life Issues (Muroff)</p>	<p>Although radiologists tend to prefer a homogeneous work environment, there is no reason that “one size needs to fit all”. Providing different work options can help retain the experience and political savvy of a practice member who would otherwise have to leave the group if forced into a standard practice rotation. This lecture discusses these issues and provides practical suggestions for practices to consider.</p>
<p>Could Disney Run Your Practice Better Than You Do? (Muroff)</p>	<p>Disney has taught us that there are major differences between providing a product, a service, and/or an experience. Furthermore, branding can be very important in differentiating a practice from its competitors. These principles and others are covered in this presentation. This talk can be presented to a physician-only audience or at a social function with both radiologists and significant others.</p>

Kimberly Applegate, MD, MS, FACR	
Building a Culture of Quality & Safety in Radiology (Applegate)	Discuss how to create a quality and safety program / Increase quality and safety awareness among your colleagues / Identify opportunities to engage in quality improvement projects / Engage all stakeholders in promoting a culture of quality and safety within their department.
Do No Harm (Applegate)	Safety is necessary but not sufficient to ensure quality healthcare. Radiology departments and healthcare systems focus on safety culture and metrics often based on external requirements or demands such as from The Joint Commission, consumer groups, and payers. Have you asked yourself how some of these metrics were developed and why? This lecture will tell this story and provide examples of quality improvement scenarios.
Lower the Dose (Applegate)	The radiology community (radiologists, medical physicists, radiologic technologists, and radiation technologists) has led the educational and awareness efforts to reduce radiation dose to our patients through effective collaborations that bridge traditional specialty silos and reach all stakeholders. These successful collaborations have included both vendors and regulators, with the overarching goal of dose reduction. It is critical that the radiologist and the entire community continue to act as leaders in these efforts in radiation safety for both employees and patients. In order to be successful, we must understand the current state of the science and what resources are available to us.
Team Teaching (Applegate)	With the demanding healthcare environment and sharp focus on quality, it has never been more important to understand how to achieve better quality care for radiology departments. However, we must measure quality for many customers that include our patients, our referring providers, and many others. How do we show that we are providing, monitoring, and improving quality service in radiology? This lecture will describe the rationale and methods for using these collective learning tools for enhancing radiology quality. We will team teach a professionalism assessment using a radiology case scenario.

Jonathan W. Berlin, MD, MBA, FACR

<p>Physician Burnout in Challenging Economic Times (Berlin)</p>	<p>Physician burnout is common, involving many practicing physicians at some point in their career. In radiology, burnout is an important issue especially given increases in clinical productivity among radiologists in the last decade. This session will explore the problem of physician burnout, including the definition of burnout, the causes of burnout, and factors that correlate with burnout. Potential solutions to minimize physician burnout for radiology department leaders and for healthcare organizations at large will be presented.</p>
<p>Value of Radiologists in the Healthcare Continuum (Berlin)</p>	<p>Radiology has increasingly been seen as a commodity, or good or service that is judged equivalent regardless of the manufacturer or service provider in the mind of the consumer. This session will explore how local radiologists have the opportunity to de-commoditize, or differentiate themselves from other radiology groups, some of which may be national radiology providers. Discussions will center on the advantages of local radiology groups in improving the patient experience and enhancing patient and community engagement.</p>
<p>What is Radiology's Place? (Berlin)</p>	<p>Population health management is a paradigm in healthcare delivery in which healthcare entities assume responsibility for maintaining the health of patient populations in addition to administering care for individual sick patients. It is predicted that population health management will become more prevalent as the healthcare economy changes. Radiology has a large role in population health management, including the production and analysis of radiologic epidemiological data for selected patient populations. Radiology also can play a significant role in population health management through effective utilization of high cost imaging and increased standardization of radiologic practice.</p>
<p>The Importance of Quality & Service to the Specialty (Berlin)</p>	<p>Increasing consumerism is an important aspect of the changing healthcare system. In the near future, it is likely that a larger percentage of healthcare costs will be shifted directly to consumers and that price transparency in healthcare may increase. In this new environment, healthcare providers will need to be more cognizant of the need for service to their customers. This lecture will explore the concepts of customers in radiology and will examine attributes that are important to these customers. The session will also define the concept of customer loyalty versus satisfaction, and will explore the increasing importance of loyalty to preserve the viability of radiology practices. The concepts of safety and quality will also be examined, particularly as they relate to customer loyalty.</p>

Paul J. Chang, MD	
Re-Engineering Radiology: Value Innovation (Chang)	Discuss how radiology must leverage and exploit the opportunities presented by the now inevitable transition to an electronic-based practice. Learn why radiology must address the ever-increasing expectations of patients and health care colleagues in the modern electronic-based information environment.
Business Intelligence & Analytics: Dashboards, Scorecards, & Beyond (Chang)	Current and near future requirements and constraints will require radiology practices to continuously improve and demonstrate the value they add to the enterprise. Merely "managing the practice" will not be sufficient; groups will be required to compete in an environment where the goal will be measurable improvements in efficiency, productivity, quality, and safety. Although the phrase "one cannot improve a process unless one can measure it" is a familiar platitude, it is an increasingly important and relevant concept. The proper leveraging of formal Business Intelligence and Analytics (BIA) is a critical, absolutely essential strategy for any radiology group. Although currently underutilized, concepts such as Key Performance Indicators (KPIs), tactical dashboards, and strategic scorecards, should be familiar tools for radiology groups attempting to "navigate disruption."
Meaningful IT Innovation to Support the Radiology Value Proposition: The Return of the "Doctor's Doctor" (Chang)	The session will discuss how modern radiology constraints and requirements demand a greater degree of "meaningful innovation" in imaging IT and informatics. We will discuss how and why radiology must redefine and re-engineer itself in order to fully take advantage of these next generation electronic based practice tools. The impact these changes in practice management can have on quality, workflow efficiency, and productivity.

Richard Duszak, Jr., MD, FACR	
Evolving Payment Models in Radiology: Are You Prepared for the Future of Physician Reimbursement? (Duszak)	Describe the benefits and unintended consequences of the current physician fee-for-service payment methodology. View imaging services through the eyes of patients and other stakeholders, and anticipate future payment models accordingly. Identify opportunities to maximize the value of radiology services.
Contrarian Perspectives on Value: What Is It and Why is It So Elusive? (Duszak)	Identify key building blocks necessary for sustainable and meaningful healthcare delivery system reform. View imaging services through the eyes of patients and other stakeholders, and modify service lines accordingly. Articulate the basic tenets of Imaging 3.0 and utilize available resources to guide a radiology practice seeking to align itself with societal healthcare reform priorities.
Historical Perspectives on Physician Payment Systems: Past, Present, and MACRA (Duszak)	MACRA: You Can Run But You Cannot Hide. The Medicare Access and CHIP Reauthorization Act will profoundly impact how Medicare pays physicians. Although many policy makers are advocating Advanced Alternative Payment Models (APMs), most radiologists will be subject to the Merit Based Incentive Payment System (MIPS). This presentation will review the MACRA legislation, focusing on topics most relevant to radiology practices.
Evidence Based Advocacy: Radiology's Emerging Research Imperative (Duszak)	Ties in issues related to our activities at CPT, RUC, CMS, and through our GR team and RADPAC efforts, weaving in how data and research makes that all most effective.
The Changing Nature of Interventional Radiology Practice: Internal and External Challenges and Opportunities (Duszak)	Highlights changing training, certification, and workforce patterns in light of intra-group and turf battle issues, as well as population health initiatives.
Radiology Malpractice and Risk Management (Duszak)	A review of salient points about radiologists' risks and exposures to medical malpractice litigation with perspectives and advice for mitigating risk in a manner aligned with new healthcare delivery models.
From Patients to Populations: The Imperative for New Delivery Models and New Perspectives (Duszak)	Introduces the concept of population health and why it's important and being increasingly prioritized. Highlights differences in old vs. new value based payment and delivery models, and what radiology practices can do to adapt.

Richard B Gunderman, MD, PhD, FACR	
Excellence in Leadership: Insights from Coaching (Gunderman)	There are many metaphors for a leader, but one of the best is coach. This presentation paints a portrait of the greatest coach in American history, whose seven-point creed offers deep insights into the challenges and opportunities facing contemporary radiology leaders and provides one of the most inspiring portraits of leadership in American history.
Life Lessons of Radiology's Greatest Woman (Gunderman)	No woman contributed more to the field of radiology than Marie Curie, who named "radioactivity," added two elements to the periodic table, introduced the first mobile military radiology units, and garnered two Nobel Prizes for her efforts. Curie's professional story is rich with insights on work and life, and her personal story is among the most fascinating in the history of the field. Many of these key insights are as viable today as they were 100 years ago.
Cultivating Great Leaders (Gunderman)	There is no single set of qualities that great leaders share in common, and their abilities cannot be transferred like data. Great leadership is as much a matter of character and style as knowledge and skill. To get at these dimensions, we need to focus attention on the biographical dimension of leadership, particularly those qualities best developed by emulation.
Money, Success, and Excellence (Gunderman)	Financial parameters and career advancement represent important metrics in assessing radiologic performance. However, they are not the only parameters, and in some situations, they may not be the important ones. In particular, some radiologists who succeed in terms of finances and career may not truly excel professionally. In this presentation, we will consider the vital role of professional excellence in shaping a life in radiology.
Specialization: Friend or Foe (Gunderman)	This presentation will review the rapid decline in the number of radiologists who self-identify as generalists, and outline some of the most important explanations for the increased specialization of the field. It will make the case that the contributions of generalists are in fact more valuable than we commonly suppose, focusing on four particular areas: patient care, practice building, research, and leadership, emphasizing the latter.
Answering the Call to Leadership (Gunderman)	Radiology leaders interact with other professionals on a day-to-day basis, which requires a leadership style that is more consensus building than directive. This session explores effective techniques that help leaders build consensus in organizations. Many real-life examples and cases will illustrate a model of leadership that will help you go beyond coercion and compliance to produce loyalty and commitment, inspiring people to expand and channel their energy into productive engagement. The speaker will describe several historic leaders in

	<p>brief, considering the diverse variety of leadership styles demonstrated by these historic leaders. The diverse styles will be assessed in relationship to current evolutionary leadership theory. Several practical radiology leadership challenges faced by the speaker will also be shared, with retrospective analysis of the situational leadership employed in each instance.</p>
<p>The Story of Radiology's Richest Man (Gunderman)</p>	<p>This presentation will relate some of the more valuable leadership lessons of William A Cook, founder of Cook Inc., the world's largest privately held medical device manufacturer. Cook turned an initial investment of \$1,500 into a fortune of \$5-10 billion, and helped to invent and develop the field of interventional medicine. The presentation especially stresses that Cook's leadership was grounded less in technological development than in the building of relationships.</p>
<p>Basic Ethical & Professional Principles in Radiology (Gunderman)</p>	<p>Is ethics an after-thought that we should bolt on to radiology practice to avoid transgressions, or is it integral to our daily practice as in patient care, education, research, and professional service? What are the core ethics principles of radiology practice, and what can radiologists do to enhance ethics in our professional and personal lives?</p>
<p>Burnout: Roots and Remedies (Gunderman)</p>	<p>Studies show that burnout is surprisingly common in medicine today, with high-earning fields such as radiology demonstrating a relatively high prevalence. What is burnout? What are its adverse consequences? Where does it come from and what can radiologists and radiology practices do to prevent and remedy it?</p>

C. Matthew Hawkins, MD	
Wal-Mart Health and Implications for Imaging (Hawkins)	Describe how Walmart's entry into health could rapidly affect the imaging market as it has/will affect the delivery of primary care.
The Inextricable Linkage Between Informatics and Quality Improvement (Hawkins)	Quality improvement and informatics are commonly viewed in silos -- as separate disciplines, with separate teams, and separate training paths. However, for true performance improvement to occur across systems within large organizations, data collection and analysis must be robust, automated, and provide real-time feedback. Rather than continue to view these disciplines through a granular lens, it seems like moving-forward, the best quality improvement teams will consist of both quality improvement and informatics experts, and vice versa."

Geraldine B. McGinty, MD, MBA, FACR	
Brave New World (McGinty)	This session will describe the various types of emerging integrated payment models including ACO's and other models that include bundled and episodic payments and will address the various ways in which physicians, especially radiologists, can expect to be reimbursed for their services and incentivized to contribute to desired patient outcomes.
Reimbursement: Challenges and Opportunities for Radiology (McGinty)	Upon completion of the session, participants will be able to document the necessity of and fundamental steps to transition from volume-based to value-based imaging care. Participants will be able to describe the features of the imaging technology tools that will optimize imaging care and select those that are best for their individual practices to demonstrate optimal outcomes.

Ezequiel (Zeke) Silva, MD, FACR	
Alternative Payment Models, Economics... (Silva)	Descriptions vary with the session. Please contact Vickie Giannotti at vgiannotti@acr.org

Brent J. Wagner, MD	
Staying Ahead of the Curve (Wagner)	Continuing medical education (CME) and maintenance of certification activities (MOC) are, to some degree, mandatory for most radiologists engaged in active practice. Although sometimes viewed merely as a burdensome requirement, progressive radiology groups have the opportunity to apply elements of CME and MOC as tools to improve operations, quality, safety, and service. By challenging themselves to meet high standards and maintain a learning environment, radiologists take on a broader long-term view of themselves as integral to the clinicians, patients, and hospitals they serve. This session will present the rationale for integrating CME and MOC to benefit radiology groups at multiple levels.
Compensation and the Impact on Radiology Practices (Wagner)	Radiology groups are challenged to adopt compensation policies that are fair, easy to manage, and minimize disruption to operational goals (both short- and long-term). In addition, many practices consider imaginative solutions to deal with increasing clinical demands for after-hours and subspecialty coverage, and struggle with productivity-based systems that can be divisive if poorly implemented. This session will review advantages and disadvantages of compensation plans that recognize radiologist work as a combination of both direct billable service and clinical presence.
The Ties that Bind (Wagner)	Although the relationship between hospitals and radiologist groups is often one of contention or competition, there are ample opportunities for cooperation. The increasing relevance of timely, sophisticated, and integrated imaging over the past two decades in most facets of clinical operations in acute care hospitals creates opportunities for both parties to capitalize on aligned incentives. This session will discuss trends in contracting based on current expectations hospitals have of radiology groups, emphasizing ways in which radiologists can direct their efforts in ways that optimize clinical service.