



QUALITY IS OUR IMAGE



Dear Colleagues:

Each year at the AMCLC you learn from your ACR representatives how much is being done on your behalf to support the quality practice of radiology. At AMCLC 2014, our Economics Session on Tuesday morning will feature speakers on key topics related to your future practice as well as valuable insight from [Leah Binder of the LeapFrog Group](#), all building on the message of Imaging 3.0 that you have been hearing about since its launch at last year's meeting. We wish every radiologist could attend the meeting, and we hope to see many more of you at our 2015 all member meeting. Knowing that it's not possible, we want to make the most of your energy and enthusiasm in asking you to help us spread the message. In the Imaging 3.0 Toolkit we've put together for you, we've provided links to the speaker information and their presentation synopses.

More importantly, however, we've collected ACR resources and member-derived Case Studies that are designed to arm you with the tools to adapt to the challenging and ever-changing health care environment. Our goal is to empower you and your colleagues to lead and work effectively with all members of the care team from patients, technologists, nurses, business

managers, and referring physicians to CMIOs, CIOs, CEOs, and payers, as you deliver quality patient care. More so than ever before, we know that you need access to information that you can use and adapt to your particular care setting and economic circumstances.

So, the Imaging 3.0 Toolkit supports radiologists who want to help themselves by leading culture change and defining local business rules that allow us to be able to deliver more value not just more volume, as outlined by the [Imaging Value Chain series](#) offered in your *JACR*. Radiologists who want to expand their business skills and heighten leadership acumen, can participate in the [ACR's Radiology Leadership Institute](#), developed by and for medical imaging professionals. If you want to hear about how Imaging 3.0™ is gathering momentum around the country, you can tune in to the member-focused [Case Studies on the Imaging 3.0 web site](#). If you're ready to take action and start the change process in your practice, you can also download helpful presentations and background material from the [Speaker Toolkit](#) as well as access the wealth of information in this Imaging 3.0 AMCLC 2014 Toolkit.

The ACR stands ready to empower you to shape your future.

Bibb Allen, Jr., MD. FACP
Chair, ACR Board of Chancellors
April 2014

Imaging 3.0™ Toolkit for AMCLC Attendees

This toolkit includes content from the ACR's Economics Session at AMCLC 2014 and a wealth of other supporting material that is relevant no matter where you are in the Imaging 3.0 transformation. Please take it back to your practice and share with your colleagues and others responsible for value-based patient care.



**AMCLC 2014 Economics
Session synopses and
related material**

Getting Started

Do you or your colleagues need a refresher on how the US health-care system got started and how it works for your patients? The Brookings Institution has partnered with Khan Academy to provide a comprehensive non-partisan overview in bite-sized chunks that will make sense to all of the members of your practice care team. Set up your free Khan Academy account and view the lectures here: <https://www.khanacademy.org/partner-content/brookings-institution>

The Basics for Radiologists

Looking for a more detailed understanding of the economics of medical imaging? [Turn to Chapter 5 of Bruce Hillman's *The Sorcerer's Apprentice*](#) to learn "how imaging is paid for, who are the principal players in the imaging industry..." Dr. Hillman explains the acronyms that describe imaging economics: RBRVS, RVU, CMS, SGR, etc.

Business Essentials for Radiologists

Cheri Canon and Cynthia Sherry have prepared a series of articles in the *JACR* throughout 2014 that will help radiologists keep pace with the rapidly changing business of radiology. As business-tested strategies are applied to medicine, radiologists should consider reviewing the series at <http://download.journals.elsevierhealth.com/pdfs/journals/1546-1440/PIIS1546144013007400.pdf>

The Radiology Leadership Institute

Are you ready to amp up your leadership skills to compete in a fast-paced health care environment? RLI's multilevel curriculum targets all levels of radiology professionals. Whether you are fresh into your residency or a seasoned veteran, RLI has the specific training you need.

The Imaging Value Chain

Are you ready to lead change in your practice and transition from volume- to value-based structures? Giles Boland and colleagues have launched a series in *JACR* throughout 2014 that will support your change process. Read more at <http://download.journals.elsevierhealth.com/pdfs/journals/1546-1440/PIIS1546144013004390.pdf>

The Practice Management Issue of the ACR Bulletin

The April 2014 issue developed in partnership with our friends at the Radiology Business Management Association features timely topics on data capture and business intelligence, regulatory compliance, and billing. It's tough to demonstrate value if you don't have the data captured across your enterprise to prove it. Learn the basics from these accessible articles and then turn to the RLI Leadership Summit for special sessions on big data and business models and financial logic.

Valuing Imaging 3.0™

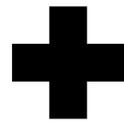
PRESENTER: GERALDINE MCGINTY



Imaging 3.0 is a vision and game plan for providing optimal imaging care.

"Our goal is to deliver all the imaging care that is beneficial and necessary and none that is not."

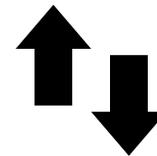
3 KEY ACTIONS:



CULTURE
CHANGE



PORTFOLIO
OF IT TOOLS



ALIGNMENT
OF INCENTIVES

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Overview of Imaging 3.0

RADIOLOGIST **COORDINATES CARE** PRIOR TO IMAGE ACQUISITION AND INTREPRETATION



RADIOLOGIST



PATIENT



REFERRING PHYSICIAN

RadiologyInfo.org

The radiology information resource for patients
La fuente de información sobre radiología para pacientes

IMAGING CONSIDERED

*BIBB ALLEN EXPLAINS
IMAGING 3.0*

IMAGING 3.0™
Point-of-Care Tools

Imaging History Reviewed
in Personal Health Record

Radiation
Safety
Considered

IMAGE WISELY™
Radiation Safety in
Adult Medical Imaging

Appropriateness
Criteria®
Consulted

ACRselect

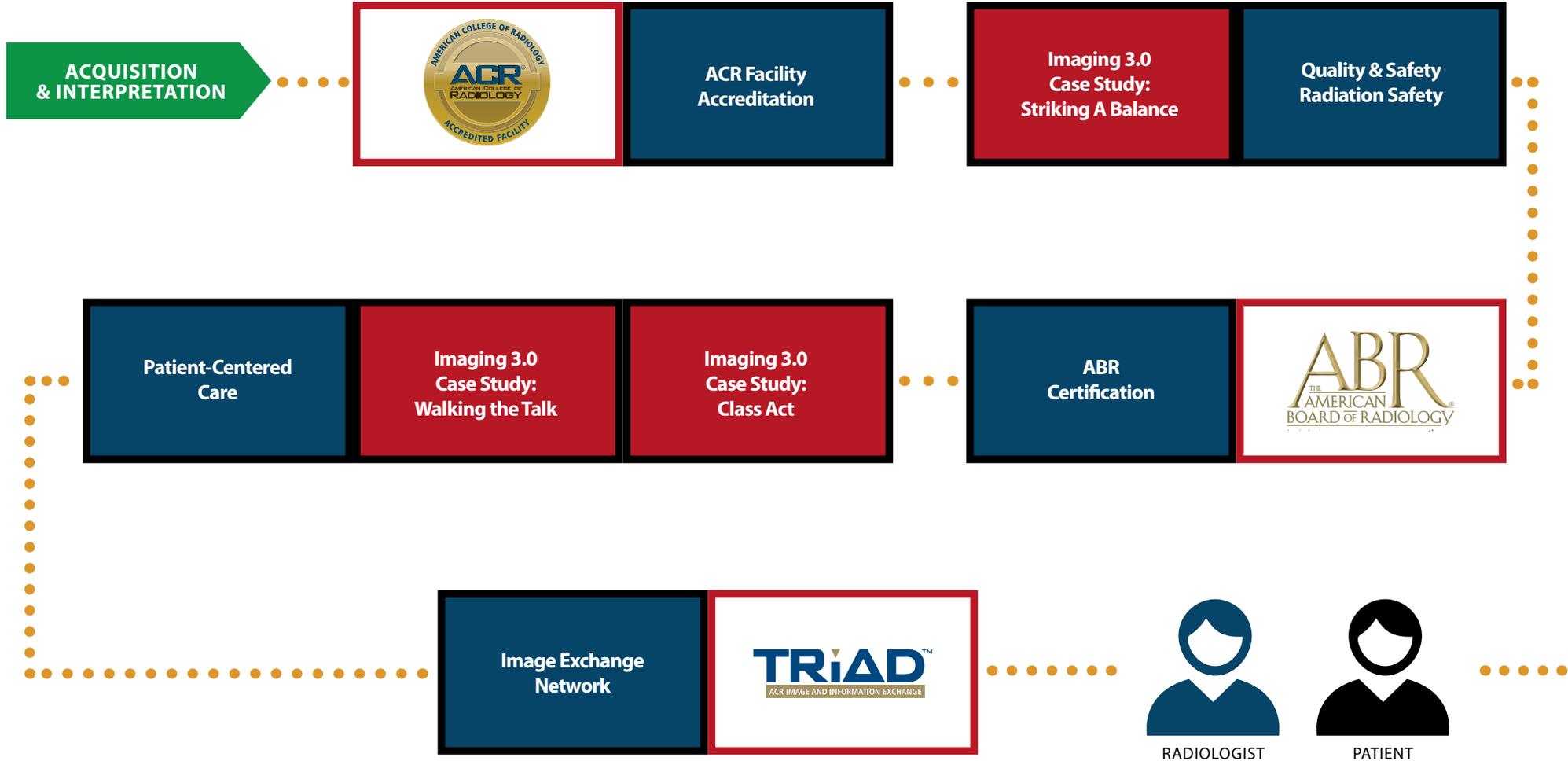
image
gently™

Appropriate
Imaging Ordered



RADIOLOGIST

RADIOLOGIST PROVIDES OPTIMIZED IMAGE ACQUISITION AND INTREPRETATION



RADIOLOGIST ENHANCES RESULTS REPORTING AND PATIENT UNDERSTANDING

ACTIONABLE REPORTS

- Follow Geraldine McGinty on Twitter [@DrGMcGinty](#)
- [The ACR's Advocacy in Action e-newsletter](#)
- Imaging 3.0 downloadable presentation for referring physicians and key health system stakeholders <http://www.acr.org/Advocacy/Economics-Health-Policy/Imaging-3/Presentations/Speakers-Toolkit>
- PPT/NOTES: http://www.acr.org/~media/ACR/Documents/PDF/Economics/Imaging3/AMCLC%202014/AMCLC%20GMcGinty_4_10_14ws2.pdf
- Staff contact: *Becky Haines*, bhaines@acr.org



Watch Geraldine McGinty discuss the importance of information technology

FUTURE TOOLS:

- Decision support for radiologists
- Guidelines for recommendations
- Tools for [actionable reports](#) and recommendation tracking

RSNA Media-Rich Actionable Reporting

Decision Support for Results Reporting

Imaging 3.0 Case Study: A "Big Data" Registry

National Radiology Data Registry Reporting



KEITH DREYER EXPLAINS MEANINGFUL USE

Imaging 3.0 Case Study: Fortresses with Moats

Personal Imaging Records



Radiology Cares™

Consultation With Physicians



RADIOLOGIST



PATIENT



REFERRING PHYSICIAN

What's New in Coding?

PRESENTER: DANIEL PICUS

ACR Economics and Health Policy staff submit code recommendations to the CPT® Editorial Panel for the coding manual for diagnostic radiology, radiation oncology and nuclear medicine.

KEY POINTS:

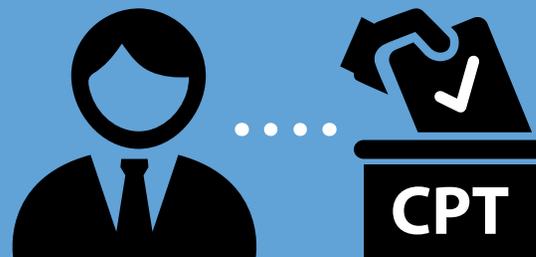
- Bundled CPT codes continue to be the primary focus of the AMA CPT Editorial Panel and are typically associated with reductions in value.
- ACR has an active presence at the CPT Editorial Panel which is critically important for Radiology.
- ICD-10 implementation has been delayed until October 2015, but you still need to be prepared.
- If you haven't started preparing for ICD-10 you need to get your practice engaged in planning today.

Billing and Coding: <http://www.acr.org/Advocacy/Economics-Health-Policy/Billing-Coding>

PPT / Notes:

http://www.acr.org/~media/ACR/Documents/PDF/Economics/Imaging3/AMCLC%202014/AMCLC%20DPicus_4_10_14ws2.pdf

Staff contact: Kevin Grant, kgrant@acr.org



RUC Update

PRESENTER: EZEQUIEL "ZEKE" SILVA III



American Medical Association
Specialty Society



The role of the AMA/Specialty Society RVS Update Committee (RUC) is to value the physician work for revised and new CPT® codes, review practice expense inputs associated with codes being valued, assist with the Five-Year Review, and assist the CMS in reviewing codes identified in various screens.

The ACR has representation on the RUC. The ACR submits recommendations to the AMA on radiology-related codes.

KEY POINTS:

- Fee for service (FFS) will remain relevant for the foreseeable future. Practice leaders should become conversant in the coding operations of their practice to ensure that proper, compliant billing is taking place. This is especially true in the hospital setting where current charges determine future payment rates and have a ripple effect on the physician fee schedule.
- The ACR remains actively engaged with CMS in FFS discussions in part to remain a visible and credible participant and resource. This enables us to better engage policy makers in the crafting of future alternative payment models. This same reasoning can be translated to our local relationships with hospitals and hospital systems: increase your visibility now, so you are viewed as a resource in the future.

RUC: <http://www.acr.org/Advocacy/Economics-Health-Policy/Medicare-Payment-Systems/Developing-RBVs>

PPT / Notes:

<http://www.acr.org/~media/ACR/Documents/PDF/Economics/Imaging3/AMCLC%202014/AMCLC%20Silva%204-15-14%20ws2.pdf>

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Future Direction of HOPPS

PRESENTER: JAMES RAWSON

In response to rapidly growing Medicare expenditures for outpatient services and large co-payments being made by Medicare beneficiaries, Congress mandated that the Centers for Medicare and Medicaid Services (CMS) develop a Hospital Outpatient Prospective Payment System (HOPPS) and reduce beneficiary co-payments. This payment system, implemented August 1, 2000, is used by CMS to reimburse for hospital outpatient services.

KEY POINTS:

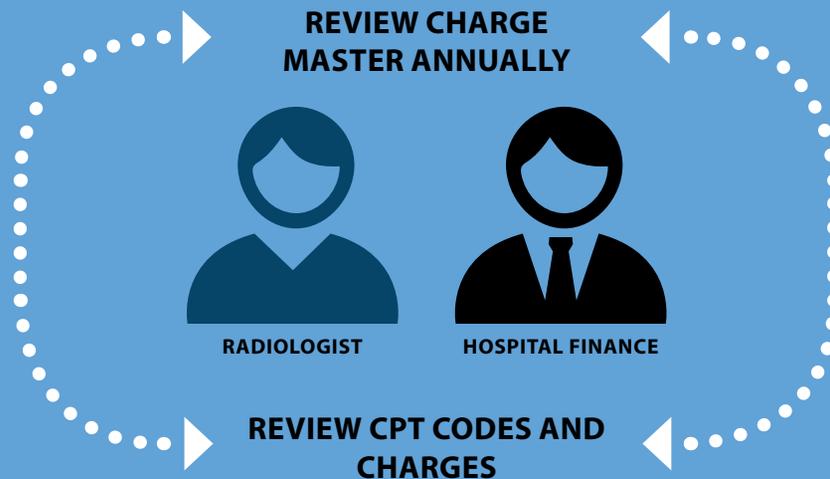
- Establish a relationship with your hospital's finance department.
- Review your hospital's charge master annually.
- Work with your hospital to review new CPT codes and charges (charges set for new CPT codes)

HOPPS: <http://www.acr.org/Advocacy/Economics-Health-Policy/Medicare-Payment-Systems/HOPPS>

PPT / Notes:

http://www.acr.org/~media/ACR/Documents/PDF/Economics/Imaging3/AMCLC%202014/AMCLC_Rawson.pdf

Staff contact: Pam Kassing, pkassing@acr.org



Surprise changes in the economics of American health care... and how to survive them

PRESENTER: [LEAH BINDER](#)

The Leapfrog Group is a voluntary program aimed at mobilizing employer purchasing power to alert America's health industry that big leaps in health care safety, quality, and customer value will be recognized and rewarded. Among other initiatives, Leapfrog works with its employer members to encourage transparency and easy access to health care information as well as rewards for hospitals that have a proven record of high quality care.



HEALTH CARE SAFETY

KEY POINTS:

- Health economists believe the influence of high deductible health plans has already reduced national health spending.
- Consumer spending is the most powerful economic in health care, now exacerbated by high deductible health plans.
- The age of the internet has created new consumer expectations about transparency – and it's being applied to health care.
- Leadership from ACR, such as Imaging 3.0 and Choosing Wisely, are visionary and well suited to health care's new rules.
- Don't be fooled by conflicting messages from government and payers; do what's right for the patient, transparently.

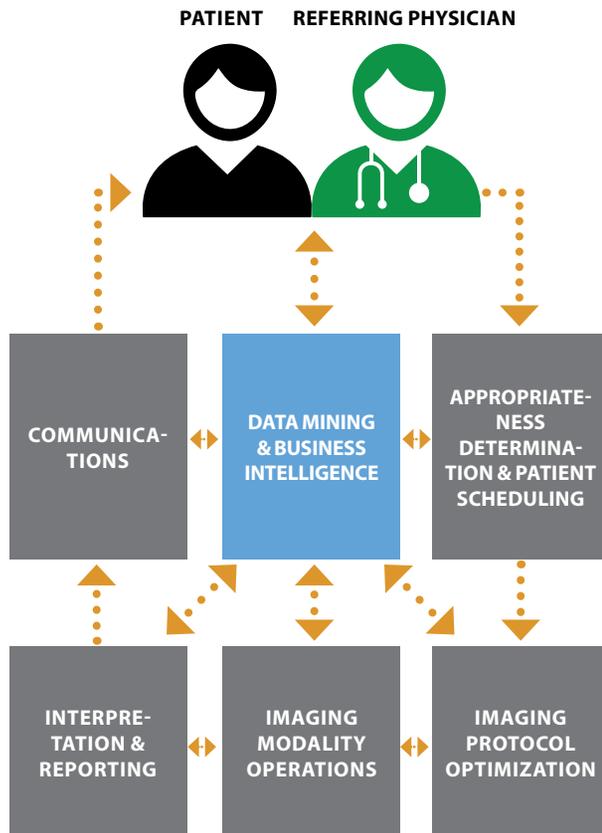
www.leapfroggroup.org

PPT / Notes:

http://www.acr.org/~media/ACR/Documents/PDF/Economics/Imaging3/AMCLC%202014/AMCLC_Binder.pdf

The Managed Care Committee's Value to the ACR Members

PRESENTER: [MARK BERNARDY](#)



Managed Care & Private Payer resources help ACR members deal effectively with managed care organizations. We evaluate trends in payer behavior and philosophy and educate payers, patients and hospitals about the value of diagnostic and therapeutic radiology in providing cost-effective medical care.

Through its Managed Care Committee, the ACR is dedicated to working with private payers to achieve appropriate reimbursement for radiology and radiation oncology and to providing guidance on addressing common coverage issues. In addition, the Managed Care Committee addresses issues related to radiology benefits management company (RBM) programs.

KEY POINTS:

- Building relationships with professionals in the managed care/insurance industry is vital.
- The ACR Managed Care Committee works proactively and reactively to ensure private payers are well educated about radiology and radiation oncology.
- Radiologists should build “value” discussions in their practices.
- How does your practice want to brand/market itself to referring physicians and patients?

[AMCLC 2013 presentation](#)

[ACR Managed Care Committee](#)

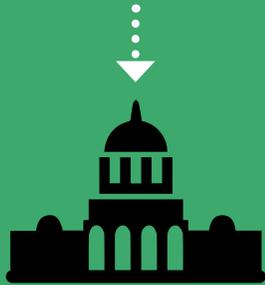
PPT / Notes:

http://www.acr.org/~media/ACR/Documents/PDF/Economics/Imaging3/AMCLC%202014/AMCLC%20MBernardy_4_10_14ws2.pdf

Staff contact: [Katie Keysor, kkeysor@acr.org](mailto:kkeysor@acr.org)



THE ACR CARRIER ADVISORY NETWORK



SECRETARY OF THE DEPARTMENT OF HEALTH AND HUMAN SERVICES

MEDICARE SERVICES + NCD

GRANTS, LIMITS, OR EXCLUDES

NATIONAL COVERAGE

Your Carrier Advisory Committee Network and other Medicare-related activities

PRESENTER: ROBERT ZEMAN

National Coverage Determinations (NCDs) are binding on all Medicare carriers, fiscal intermediaries, quality improvement organizations, health maintenance organizations, competitive medical plans and health care prepayment plans. The Secretary of the Department of Health and Human Services determines whether or not a particular item or service is covered nationally by Medicare which essentially grants, limits, or excludes national coverage.

KEY POINTS:

- The ACR Carrier Advisory Network plays an important role in advising the MAC's on local coverage, especially for advanced imaging.
- The ACR has been active in providing comments and expert testimony on a wide variety of National Coverage Determination policies.
- The ACR is partnering with other specialty organizations to continue to advance the cause of CT colonography and Low Dose Lung Cancer Screening.

Coverage: <http://www.acr.org/Advocacy/Economics-Health-Policy/Coverage>

PPT / Notes:

http://www.acr.org/~media/ACR/Documents/PDF/Economics/Imaging3/AMCLC%202014/AMCLC%20RZeman%204_10_14ws2.pdf

Staff contact: Anita McGlothlin, amcglathlin@acr.org

Medicaid Update

PRESENTER: RAYMOND TU



MEDICAID MCOs
RELATIONSHIPS

CLINICAL DECISION
SUPPORT

EMPHASIZING MEDICAL
NECESSITY

TECHNICAL
STANDARDS AND
GUIDELINES

APPROPRIATENESS
CRITERIA



SIGNIFICANTLY IMPACT, RE-EMPHASIZE VALUE



MEDICAID REFORMS
LOCAL/MULTISTATE/NATIONAL

The ACR Medicaid Committee, Network Representatives and Economics and Health Policy staff monitor local Medicaid programs and review local coverage policies. In addition, the Committee and Network establishes relationships with large multi-state Medicaid MCOs in an effort to develop collaborative medical policy review processes allowing the ACR to have valued input in reviewing and commenting on their medical coverage policies. By targeting medical policy and emphasizing medical necessity, Appropriateness Criteria, Technical Standards and Guidelines, and Clinical Decision Support, the ACR will have the potential to significantly impact and re-emphasize the value of radiology in quality patient care.

KEY POINTS:

- Medicaid is local.
- Medicaid Managed Care organizations (MCO) represent multiple states.
- As Medicare has MACs, the large multistate MCOs provide a similar platform to have an impact on policy.
- Regional Medicaid updates and concerns should be addressed to the ACR's regional Medicaid Committee representative via Laura Pattie at lpattie@acr.org.

Medicaid: <http://www.acr.org/Advocacy/Economics-Health-Policy/Medicaid>

Medicare: <http://www.acr.org/Advocacy/Economics-Health-Policy/Medicare-Payment-Systems>

PPT / Notes:

http://www.acr.org/~media/ACR/Documents/PDF/Economics/Imaging3/AMCLC%202014/AMCLC%20RTu_4_10_14ws2.pdf

Staff contact: Anita McGlothlin, amcglathlin@acr.org and Laura Pattie, lpattie@acr.org

Imaging appropriateness and utilization management/accountable care organizations/economic and political advocacy

PRESENTER: CHRIS ULLRICH

The ACR Appropriateness Criteria® are evidence-based guidelines to assist referring physicians and other providers in making the most appropriate imaging or treatment decision for a specific clinical condition. Employing these guidelines helps providers enhance quality of care and contribute to the most efficacious use of radiology.

KEY POINTS:

- Utilization management is needed to achieve the volume to value and quality goals of Imaging 3.0.
- Savings achieved from utilization management can be the key to radiology's involvement in shared savings models.
- Government actions are defining radiology's future.
- Economic advocacy requires political activity.
- Emphasize importance of grassroots advocacy to your practices, chapters and societies.

Clinical Decision Support: <http://www.acr.org/Advocacy/Economics-Health-Policy/Clinical-Decision-Support>

ACR Select: <http://www.acr.org/Quality-Safety/eNews/Issue-04-December-2013/ACR-Select>

ACR Appropriateness Criteria: <http://www.acr.org/Quality-Safety/Appropriateness-Criteria>

ACOs: <http://www.acr.org/Advocacy/Economics-Health-Policy/Medicare-Payment-Systems/ACOs>

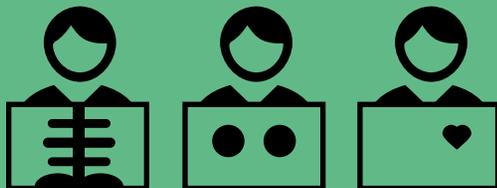
PPT / Notes:

http://www.acr.org/~media/ACR/Documents/PDF/Economics/Imaging3/AMCLC%202014/AMCLC%20Ullrich%204_21_14%20ws2.pdf

Staff contact: *Katie Keysor*, kkeysor@acr.org



THE ACR APPROPRIATENESS CRITERIA



ARE YOU READY FOR IMAGING 3.0?
ASSESS YOUR PRACTICE: TAKE THE QUIZ

http://www.acr.org/~media/ACR/Documents/PDF/Economics/Imaging3/IMAGING3_QUIZ.pdf

IMAGING 3.0™ TOOLKIT