

A large, modern multi-story hospital building with a glass and steel facade. The building has several wings and a central tower. The sky is overcast.

Evolving Radiology Roles and Relationships: Intermountain's Vision and Journey

April 17, 2017

Imaging Services

Background

Problem

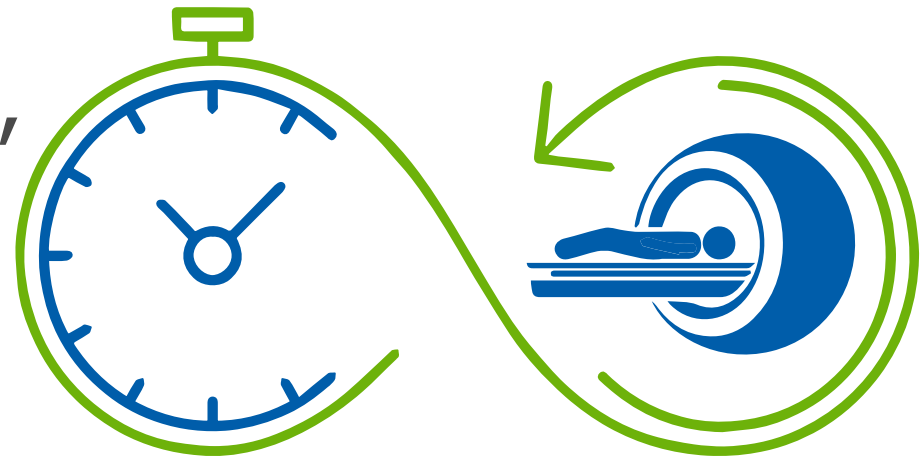
Strategy

Initiatives

48% of Intermountain patients have an imaging procedure

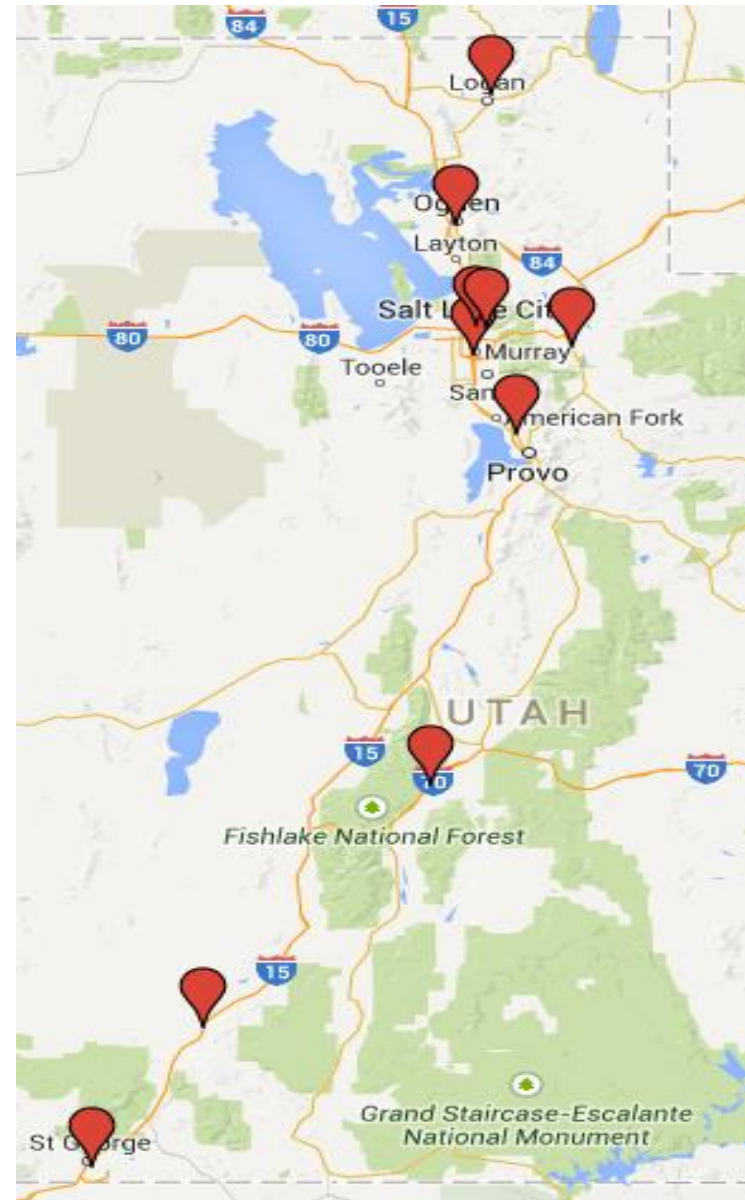
~5,500
imaging exams
each day

1 patient imaged
every **15** seconds,
24 hours/day
365 days a year



9 Radiology Groups

- ✓ Over 100 radiologists
- ✓ Subspecialties:
 1. Pediatric Radiologists
 2. Neuroradiology
 3. Interventional Radiology
 4. Neuro-Interventional
 5. Abdominal/Body
 6. Mammography/Breast
 7. Chest/Cardiac Radiology
 8. Musculoskeletal (MSK)
 9. Nuclear Medicine



Radiologist Model is Changing

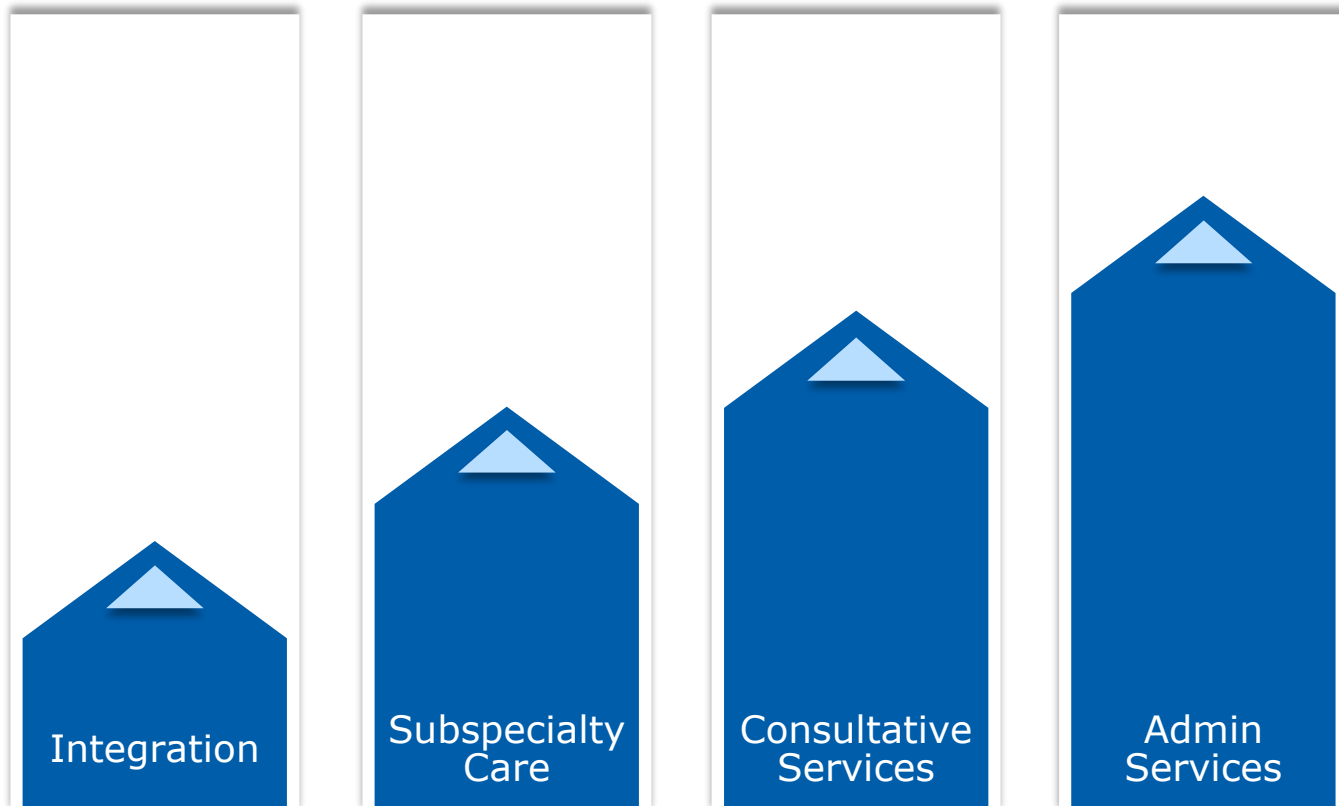
Needs and Demands

Background

Problem

Strategy

Initiatives



The “Why” Behind Alignment



Volume or Value?

Value!!

Value =

Quality+ Efficiency +
Safety + Service

Imaging Services is a

Value Generator,

not just a volume generator

Strategic Objectives

Develop Business and Clinical Partnerships with Radiologists

1. Tightly align all radiologists through performance based contracts or employment and remove conflicts of interest
2. Establish payment methodologies for employed and contracted radiologist partners that are consistent
3. Develop a unified governance structure
4. Develop physician leaders within the governance structure
5. Create and deploy radiologist performance standards
6. Work with radiologists to develop clinical best practices

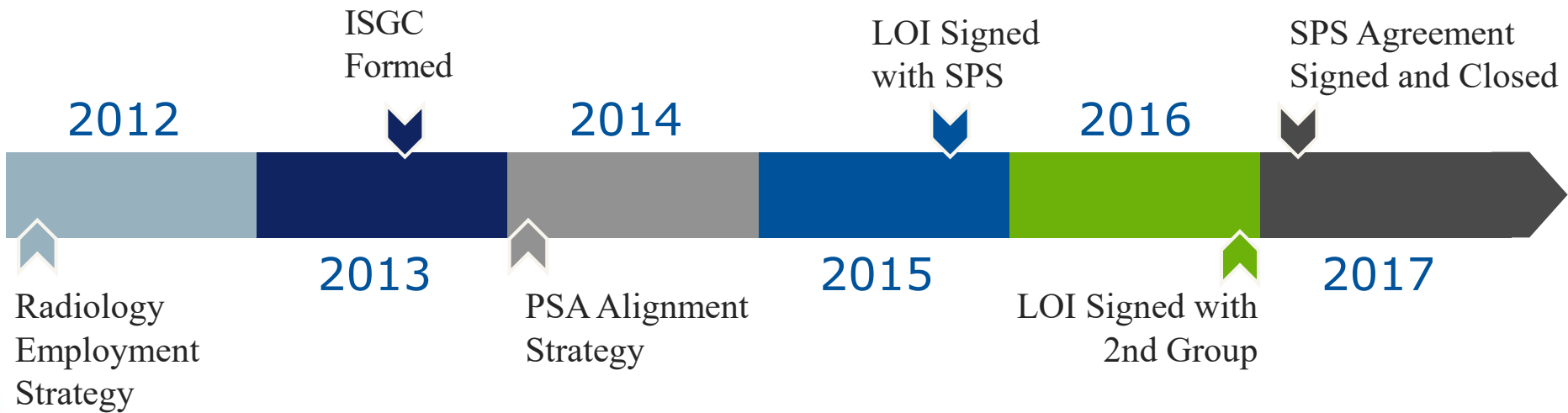
Timeline

Background

Problem

Strategy

Initiatives



Near-Term Results

- Alignment Progress
 - 1 employed group, 2 contracted groups, 1 LOI for a contract, 2 negotiating term sheets
- Functioning ISGC
- Managing Appropriate Utilization
 - Employed Medical Group and affiliated offices
- Increased Value to the System
 - Ordering protocols
 - Decision support tools
 - Radiation safety measures
- One-call Scheduling, Registration & Pre-auth

Questions



Lessons Learned

- What worked well? What didn't work well?
- How has the radiologist community reacted?
- What steps in the process took longer than expected?



Future Benefits

- How do you see radiology alignment changing in the future?
- What additional benefits do you foresee?
 - For patients?
 - For radiologists?
 - For referring physicians?
 - For the health system?

CONTACT US



Curt Littleford

Intermountain Healthcare



Curt.Littleford@imail.org

John Jacobs

Summit Physician Specialists



john.jacobs@spsradiology.com

Kevin Forster

ECG Management Consultants



kforster@ecgmc.com