



# AHA Physician Leadership Forum

**American College of Radiology presents:**

When the Radiologist Becomes the Patient:

Radiologists as Hospital Change Agents

### Presenters



Sabiha Raoof, MD, Chair of  
Radiology and Chief Medical  
Officer, Jamaica and Flushing  
Hospitals



Bruce Flanz, Chief Executive  
Officer,  
Medisys Health Network

### Moderators



Amy Kotsenas, MD,  
Associate Professor of Radiology,  
Mayo Clinic-Rochester

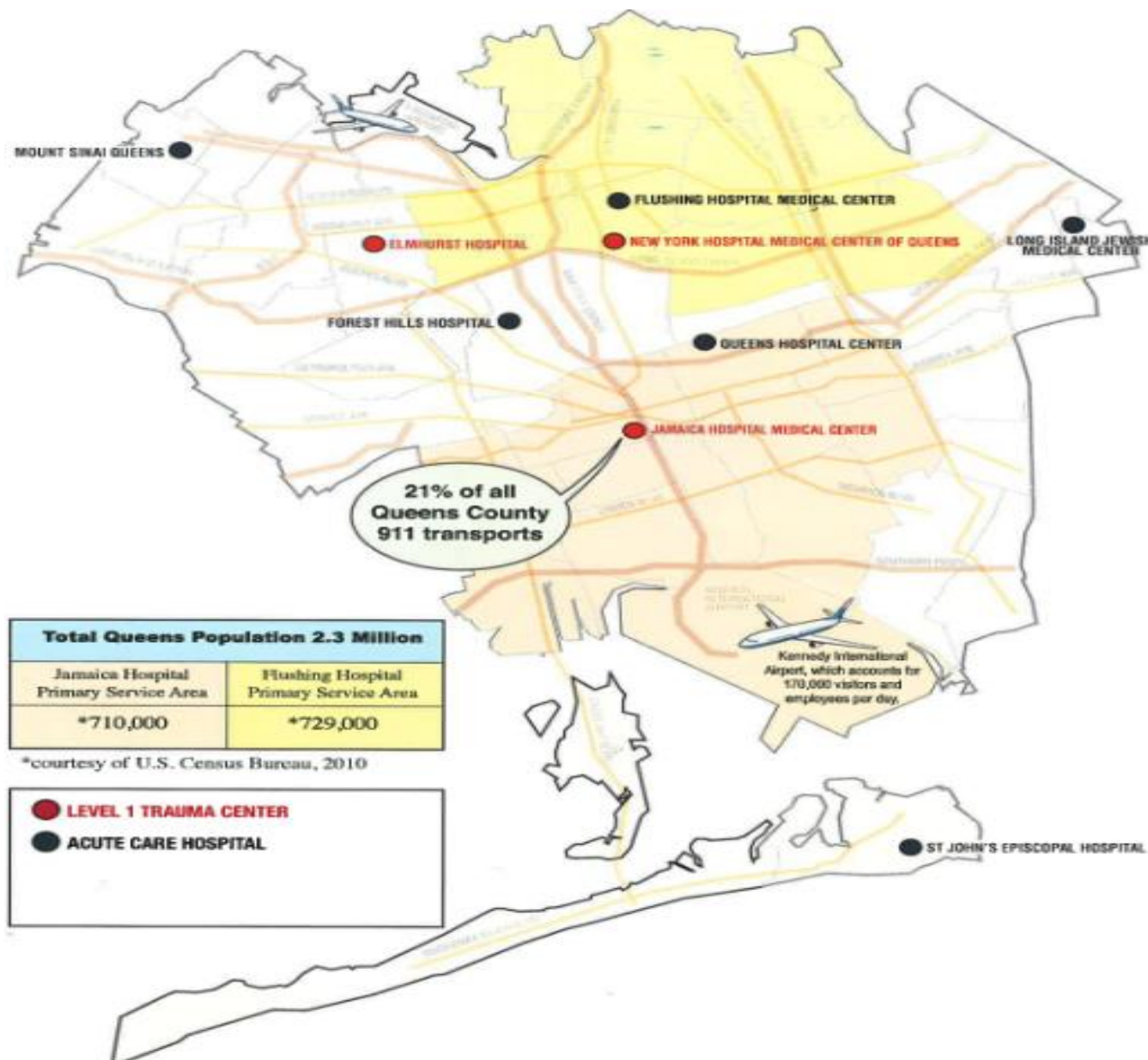


Elisa Arespachoga, MBA  
Senior Director  
AHA's Physician Leadership  
Forum

# Polling Question



# Hospitals in Queens, NY in 2017

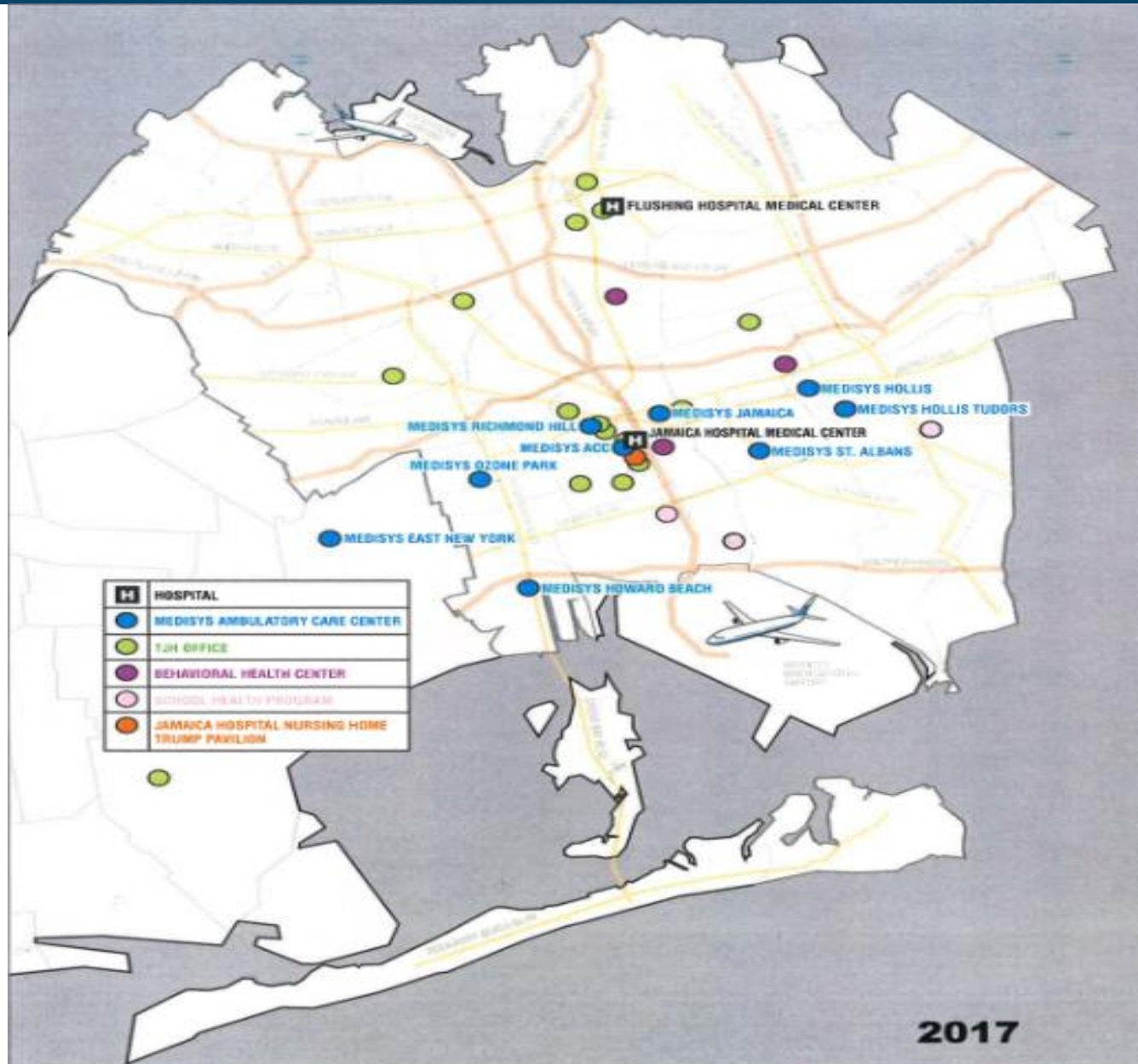


# Queens County

- Most culturally diverse county of the 3,000 counties in United States
- Over 135 spoken languages







- 45% of our organizations revenues are from Value-Based Payments
- 130,000 fully capitated lives that we take full risk for
- 750,000 Ambulatory care visits
- 165,000 Emergency department visits
- 5,500 Newborn deliveries
- 6,000 employees

## Payer Mix

Medicaid	60%
Medicare	20%
Self pay	5%
Commercial	15%



**“When the  
radiologist  
becomes the  
patient.”**







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."*

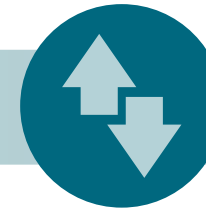
3 Key Actions:



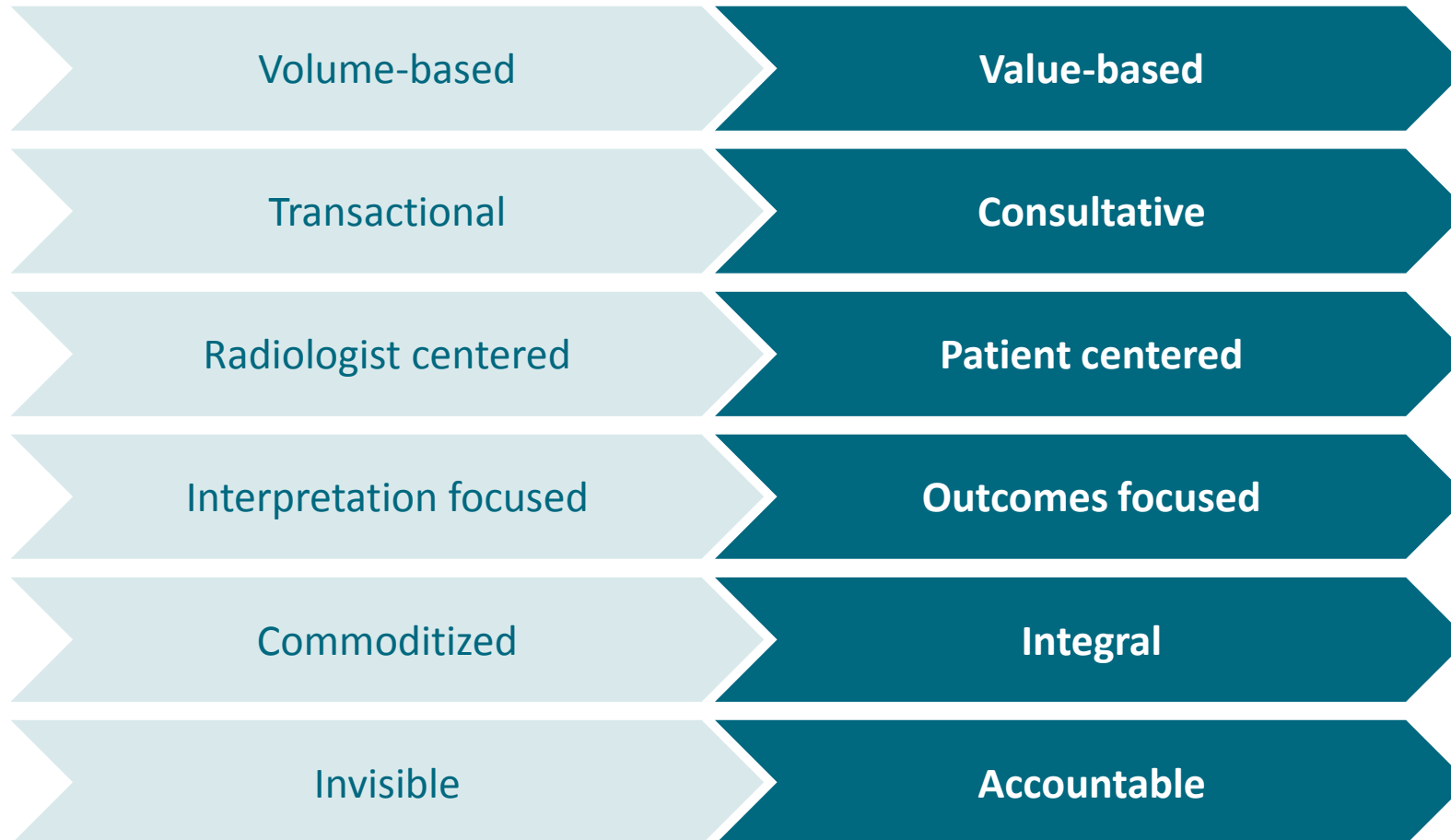
Culture  
Change



Portfolio  
of IT Tools

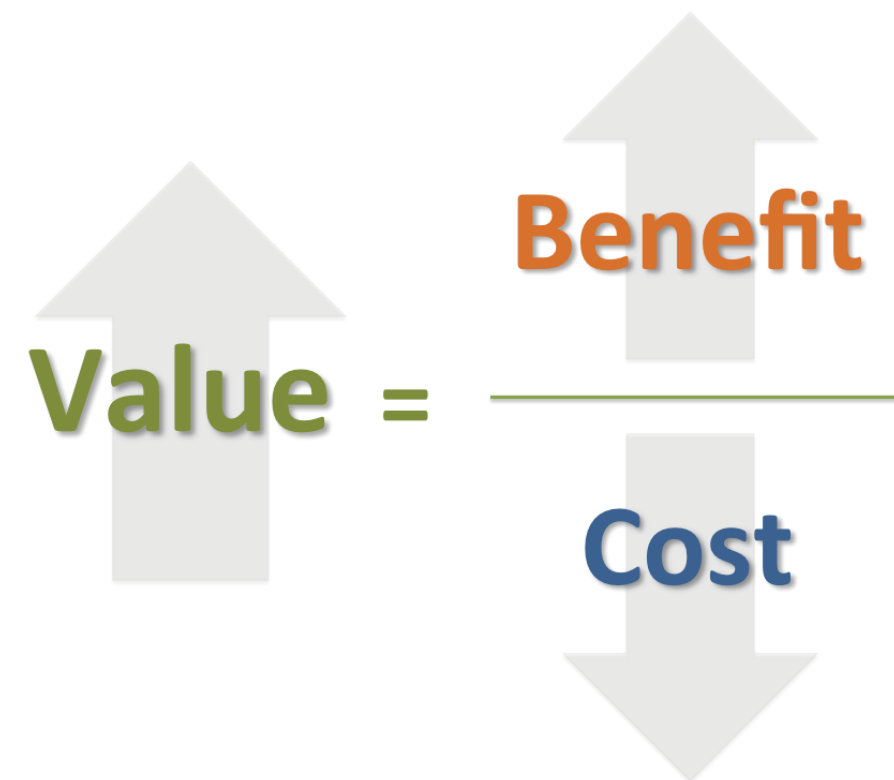


Alignment of  
Incentives



## Organizational Priorities

- High quality + Low cost = Value
- Quality and Patient safety
- Communication and data transparency
  - Foster accountability
  - Encourage ownership of performance standards
- Credibility is critical



# Organizational Priorities

- Staff Wellness/ Physician Wellness
  - *your health*
  - *your family*
  - *your job*





## Transformational change at a Safety Net Hospital

- Greatest asset has always been our human resources, our workforce
- Encourage people to achieve their fullest potential
- Being creative
- Lead by example



## Willingness to try new ideas

- Rapid Process Improvement
  - Whatever works- just do it
    - safety huddle
    - implementation of electronic medical record
  - Re-evaluate decisions and re-design as needed



## Guiding principles

- Vision
- Teamwork
- Commitment



## Important aspects of a relationship

- *Trust*
- *Respect*
- *Security*





## IMAGING 3.0 RESOURCES

- Dr. Sabiha Raoof's story: [Imaging 3.0 Case Study: When the Radiologist Becomes the Patient](#)
- [Journal of the American College of Radiology \(JACR\) Imaging 3.0 Value Chain Series](#) Edited by Giles Boland, MD, and Richard Duszak, MD, this bimonthly feature focuses on changes in the organization and financing of medical imaging as post-Affordable Care Act payment incentives move toward a value basis.
- [JACR CEO Suite Collection](#) The *Journal of the American College of Radiology* is pleased to present this collection of articles focusing on how radiologists can best work with the leadership of their institutions to provide the highest quality care at the most reasonable possible cost.
- [Radiology Support, Communication, and Alignment Network \(R-SCAN\)](#) R-SCAN™ is a collaborative action plan that brings radiologists and referring clinicians together to improve imaging appropriateness based upon a growing list of imaging Choosing Wisely topics. R-SCAN delivers immediate access to Web-based tools and clinical decision support technology that help you optimize imaging care, reduce unnecessary imaging exams and lower the cost of care. There is no cost to participate.