Health Care Hot Topic
Cheat Sheets
Translating Health Care Trends for Imaging
Introducing the Health Care Hot Topic Cheat Sheets

The cheat sheets are a series of quick two-pagers on key health care trends.

What does population health really mean? How do bundled payments impact imaging? You hear your colleagues talking about patient consumerism, but what does consumerism mean for imaging?

The health care market is ever evolving. And many issues, such as clinical decision support or patient consumerism, affect imaging first, making it imperative for imaging leaders to quickly adapt their strategies to the changing environment. Because imaging crosses all service lines, even when it isn’t directly targeted, it is still impacted by almost every change in health care. With all the imaging leader’s competing responsibilities, staying up-to-date on every issue is a daunting task.

So to help you get smart—and stay smart—on health care’s biggest changes, the Imaging Performance Partnership created an online library of “Hot Topic Cheat Sheets.” These two-page guides take five minutes to read and provide a quick primer on health care topics. Importantly, each cheat sheet outlines how a different trend impacts imaging and provides actionable next steps for imaging leaders.

Visit advisory.com/ipp/cheatsheets for our library of Health Care Hot Topic Cheat Sheets to learn how to talk about these issues with confidence.

Who are they for?
- Directors of imaging
- Radiologists
- Radiology group leaders
- Radiologist physician champions
- New imaging managers
- COOs
- VPs ancillary services
- Imaging IT vendors
- Imaging equipment vendors

10 ways to use cheat sheets:
1. Prepare for internal meetings about your organization’s shift toward risk-based payment
2. Incorporate cheat sheets into technologist onboarding to get frontline staff well-versed in major market trends
3. Engage in conversations with health system executives about recent market trends
4. Train imaging’s physician liaisons to effectively discuss how imaging can support primary care population health management goals
5. Identify ways imaging can help your organization achieve pay-for-performance targets
6. Educate health system executives on Medicare’s imaging clinical decision support mandate
7. Stay informed on the latest policy updates, what they mean for your organization, and how they translate to imaging
8. Evaluate how new legislation will impact the imaging book of business
9. Recognize the impact of the mandatory bundled payment policy on your market
10. Understand what ACO providers are looking for in imaging partners
Accountable Care Organizations
Educational Briefing for Imaging Leaders

What is an Accountable Care Organization (ACO)?
Groups of providers may form Accountable Care Organizations (ACOs) that assume responsibility for the cost and quality of care delivered to a population of beneficiaries. Comprised of one or more providers (physician groups, hospitals) and a payer (Medicare, private insurers), ACOs receive shared savings bonuses—along with traditional fee-for-service payments—for lowering costs and increasing quality of care for their assigned patients. Four types of ACO arrangements exist. Pioneer ACOs, Medicare Shared Savings Program (MSSP) ACOs, and Advanced Payment ACOs are three types of Medicare arrangements with standardized cost and quality incentives. Private ACOs are varying arrangements between providers and commercial insurers.

Why Are ACOs a Key Issue for Imaging?
- Possesses growing popularity: ACOs, both private and public, are ubiquitous, with at least one ACO in 89% of hospital referral regions and one-in-ten Medicare beneficiaries attributed to an ACO. The model popularity only continues to grow, with more than 120 new ACOs forming in 2014 alone.
- Threatens referral patterns: Providers involved in ACOs seek referral partners to help deliver on ACO goals. Imaging providers delivering high-value care will win referrals, regardless of established patterns, meaning becoming the preferred imaging provider will be increasingly difficult.
- Creates cost-conscious referring providers: Accountability for patient costs commonly results in ACO providers acting as gatekeepers for patient care. Imaging is particularly susceptible due to clear price discrepancy of imaging exams by sites of care without well-defined quality differences.
- Prioritizes utilization management: To control total cost of care, ACO providers must focus on providing only necessary, cost-effective, high-quality care across the continuum. Imaging provides a clear opportunity for utilization management (UM), as many organizations already participate in national imaging UM initiatives such as Choosing Wisely and Image Gently.

How Can Imaging Leaders Prepare for ACOs?
- Engage in conversation: Learn if your organization, partner hospitals, or referring providers participate in ACOs. While typically centered around primary care, ACOs impact specialty services. Imaging leaders must proactively engage with ACOs to demonstrate value and prevent exclusion.
- Position imaging as care partner: Providers involved in ACOs seek specialists that can act as care partners. For imaging, this means ACO referring providers will choose imaging providers that do more than simply read exams. Imaging providers available for consultations, monitoring unnecessary utilization, and delivering seamless patient access—all of which help referring providers achieve their ACO goals—will win referrals.
- Leverage imaging screening programs: Screening services detect diseases early, resulting in improved patient outcomes and reduced total cost of care. Screening is a key area where the goals of imaging and ACOs seamlessly align. Collaborate with ACOs for imaging screening services, such as breast cancer and lung cancer screening, to both grow imaging screening program volumes and manage the health of the ACO population.

Number of Public and Private ACOs
As of January 2015

Describes how the topic is manifesting in the market, so you can confidently approach conversations

Provides high-level summary of topic

Explains what the topic means for imaging

Offers strategic guidance for how imaging can adapt to meet new market demands
Health Care Hot Topic Cheat Sheets
Available Online

More available in this series:

**Market Trends**
- Patient Consumerism
- Imaging Enterprise IT
- Imaging Screening Programs
- Digital Breast Tomosynthesis
- Health Care Mergers and Acquisitions
- Hospital-Radiology Alignment Models
- Health Insurance Exchanges

**Payment Innovation**
- Bundled Payments
- Physician Pay-for-Performance
- Hospital Pay-for-Performance

**Care Delivery Transformation**
- Accountable Care Organizations
- Patient Centered Medical Homes
- Population Health Management

**Policy Updates**
- Clinical Decision Support
- Site-Neutral Payment
- X-ray Reimbursement Reductions
- Two-Midnight Rule
- Meaningful Use

**Quality**
- Radiation Dose Management
- Peer Review
- Pediatric Imaging

Interested in learning more?
Each cheat sheet will link to additional resources from the Imaging Performance Partnership, such as benchmarks, webconferences, tools, blog posts, and best practice studies on related topics.

Visit us at: [advisory.com/ipp/cheatsheets](http://advisory.com/ipp/cheatsheets)

Questions? Contact Sruti Nataraja at: natarajs@advisory.com or 202.266.5890