

2024 ACR-RBMA Practice Leadership Forum

Considerations When Hiring Out of State Radiologists

Friday, January 19 | Phoenix



American College
of Radiology™
Radiology Leadership Institute

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Radiology Business
Management Association

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IT Challenges to Support Out of State Radiologists and Other Practice Considerations

Internet Connectivity



- Preference two wired internet providers.
- Minimum bandwidth of 20Mbps.
- Need a redundancy (backup mobile hotspot sufficient in some circumstances)

Workstation Considerations

- Backup workstation (keep up to date)
- Spare (consumer grade) monitor and all peripherals
- IT Support considerations (send workstations with installation instructions/videos) and clear labeling, 24/7 helpdesk support, IT staff travel to provider (rare), local contracted IT service
- Workstation/Support Lease from Practice

Brief Power Disruption



- UPS for power disruptions. (APC UPS 1500VA Sine Wave UPS Battery Backup).
- Note that there is a difference between a simple “battery backup” and UPS. Mid-tier UPS can typically power a workstation between 1-2 hrs. A second UPS may be necessary for internet modems/routers/switches depending.

Extended Power Outages/Downtime Procedures

- Ideal solution – Whole-home natural gas-powered generator
- Secondary option – Gasoline-powered generator capable of running workstation for 4+ hours. (Westinghouse 4500 Peak Watt Portable Generator (probably more power than needed))
- Third option – Battery-powered generator. (Anker SOLIX F2000 Portable Power Station)
- Predeveloped coverage plans to address short-term and long-term interruptions to PACS, dictation, and network access (Group or Facility)
- Long-term interruption plans likely require travel on-site for out-of-state providers.

Costs and Other Practice Considerations

- Internet, UPS, generator costs could be paid by remote reader (withhold from bonus) or group.
- Predeveloped coverage plans to address short-term and long-term interruptions to PACS, dictation, and network access.
- Long-term interruption plans likely require travel on-site for out-of-state providers.
- Bring provider onsite for interview and orientation.
- Send “welcome/swag box”.
- Pay for hotel to come onsite for one group meeting per year.
- Virtual participation in other group meetings, TEAMS.

Are you Compliant?



Do You Have a Recruiting and Hiring Plan?

- Which states are you prepared to hire from when recruiting?
- Are you currently involved with an employment attorney?
- Is your HR Team and Accounting Team ready for OOS hires?
- What is your expected start date?

Employee reimbursements by state

State	Summary	Reference
California	<p>Employers must reimburse California employees for all necessary expenses, including those incurred at the employer's direction. Necessary expenses include internet access and phone bills for remote workers.</p> <p>According to state law, necessary expenditures include all reasonable costs.</p>	California Labor Code Section 2802 ⁴

[Remote employee reimbursement rules by state \(peoplekeep.com\)](https://peoplekeep.com)

- State-specific labor laws where the radiologist resides must also be taken into consideration. For example, California requires employees to be paid no less than twice per month, which required our payroll department to make an exception for our remote radiologists practicing there. Some states have different rules depending on the total number of employees residing in that state (e.g., accounting, legal, informatics, in addition to the number of radiologists, and other physicians), and this must be overseen by the institution. Since conditions and laws change frequently, consultation with an employment attorney is highly recommended to ensure ongoing compliance.
- <https://www.sciencedirect.com/science/article/pii/S1076633223005160>

First Day Preparedness

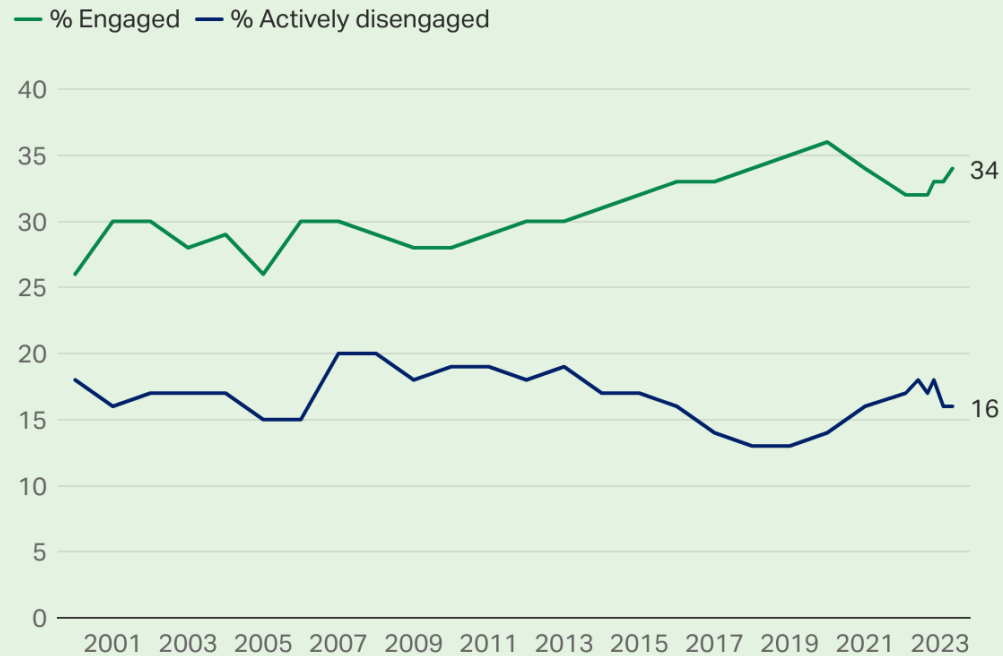
- Do your credentialing and IT teams understand the CMS billing compliance rules?
- Are they prepared to register with other MACS?
- Is the provider aware their home address will drop on a claim form?
- What is the plan if their start date is here and payor enrollment is not 100% complete?



Impact of Fully Remote Work on Organizational Culture

Remote Work and Engagement

U.S. Employee Engagement Trend

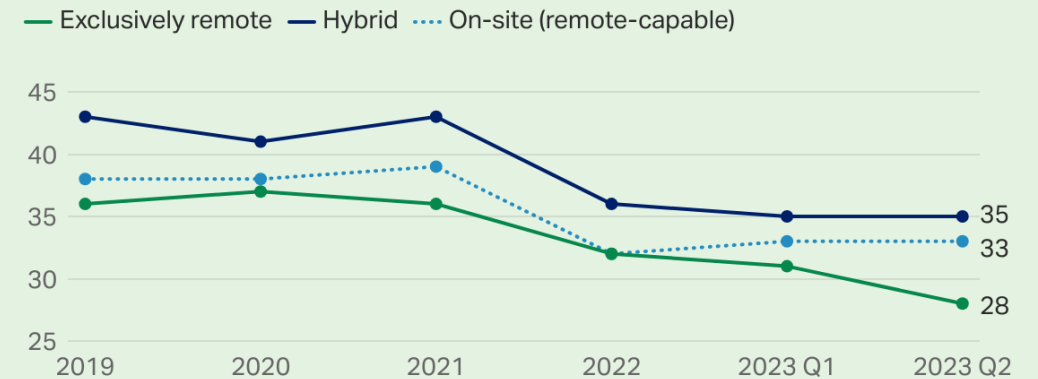


GALLUP

The Erosion of Mission and Purpose Among Remote-Capable Workers

Q08. The mission or purpose of my company makes me feel my job is important.

% Strongly agree



WF Q2 2023, U.S. FT Employees; Exclusively Remote MOE: ± 3 points, Hybrid MOE: ± 2 points, On-Site (Remote-Capable) MOE: ± 4 points

GALLUP

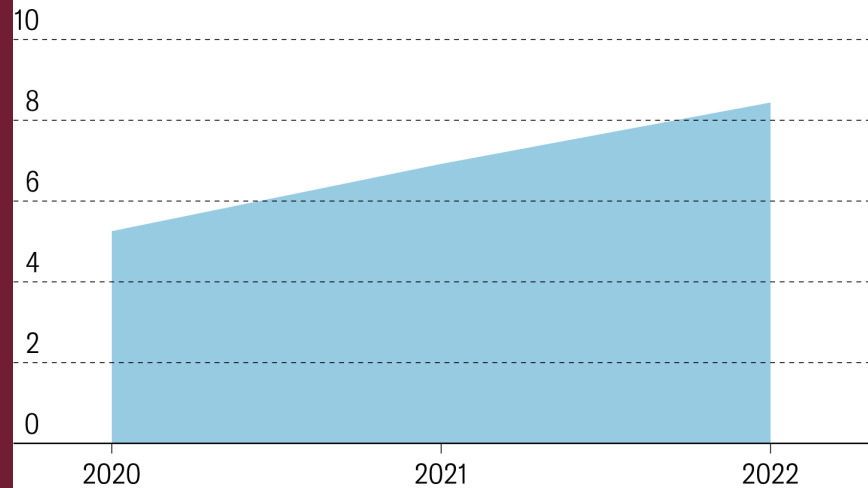
Remote Work and Engagement

The “Water Cooler Effect”

A Rise in Remote Meetings

In 2022, employees were in about three more meetings per week, on average, compared to 2020.

Average number of remote meetings per week, per employee



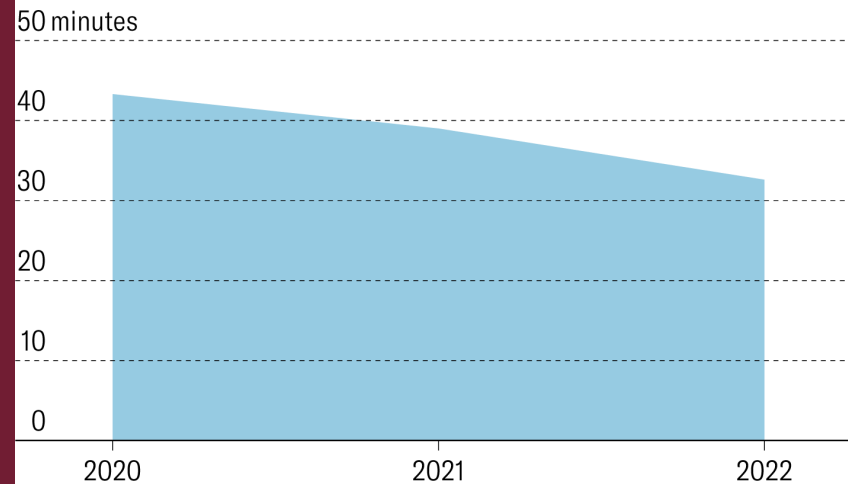
Source: Zoom, Microsoft Teams, and Webex metadata from 10 large global organizations compiled from April through mid-May 2020, 2021, and 2022.



A Decrease in the Length of Remote Meetings

In 2022, remote meetings were an average of 10 minutes shorter compared to remote meetings in 2020.

Average remote meeting length



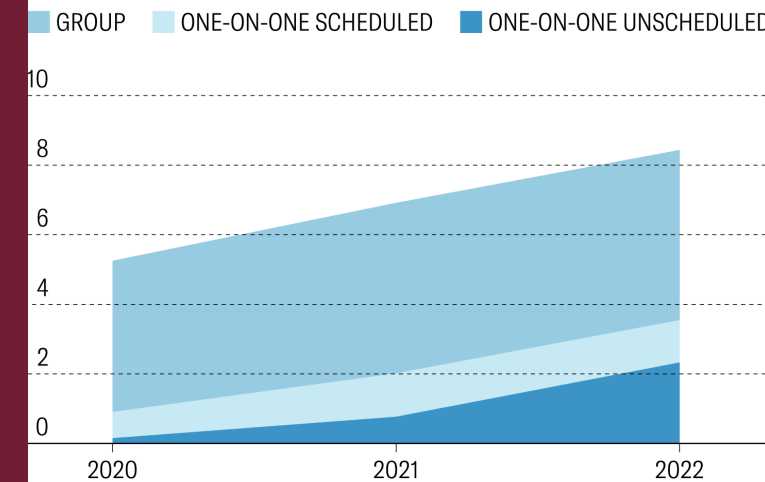
Source: Zoom, Microsoft Teams, and Webex metadata from 10 large global organizations compiled from April through mid-May 2020, 2021, and 2022.



The Rise in the Number of Meetings Is Due to Spontaneous One-on-Ones

In 2022, 66% of One-on-ones were unscheduled, up from 17% in 2020.

Average number of remote meetings per week, per employee

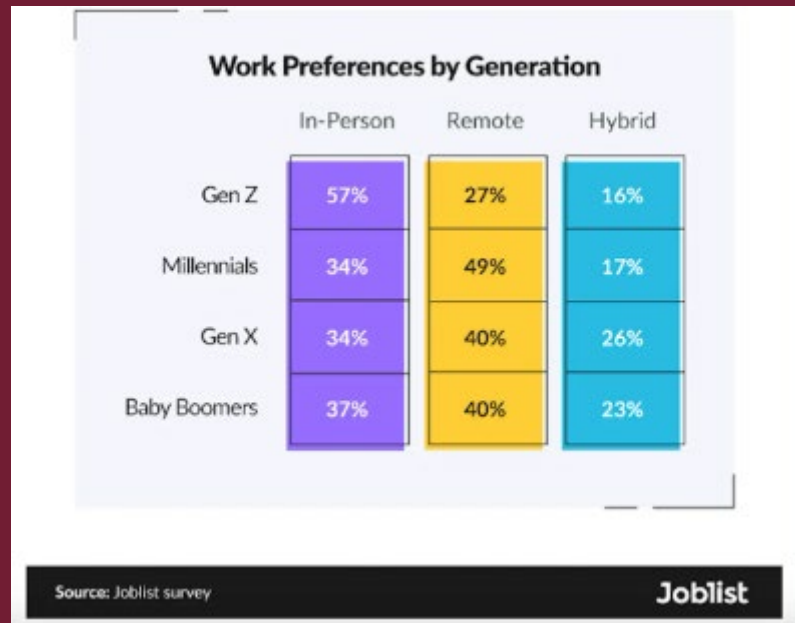


Source: Zoom, Microsoft Teams, and Webex metadata from 10 large global organizations compiled from April through mid-May 2020, 2021, and 2022.



The Generational Impact

London, UK; 9th October 2023: Gen Z employees – aged 16 to 24 – are more likely to leave an organisation if they don't receive frequent managerial feedback and communication (73%), compared to other non-Gen Z employees (52%). That's according to a survey by **StaffCircle**, the all-in-one Employee Success Platform.



- Gen Z workers will require mentoring
- More focused intentionality
- Some barriers to effective mentoring will be overcome by the virtual environment

Other Considerations

- Compensation
 - Separate Tracks?
 - Informal income redistribution
- Work Responsibilities
 - Production requirements?
- Value Added Activities
 - Since 2020, conferences and teaching largely remote
- Marketing/PR
- Community Impact

Thank you!