



THE AMERICAN ASSOCIATION OF PHYSICISTS IN MEDICINE
Advancing the Science, Education and Professional Practice of Medical Physics

Hub and Spoke Webinar #3: Economics and Negotiations



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FAAPM, FACMP**

Upstate Medical Physics/ Landauer
Medical Physics
Victor, NY



Firas Mourtada, PhD, FAAPM

Christiana Care Hospital
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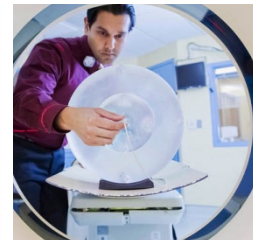
LANDAUER

POWERFUL PARTNERSHIPS

MEDICAL PHYSICS

ADVANCING IMAGING AND THERAPY

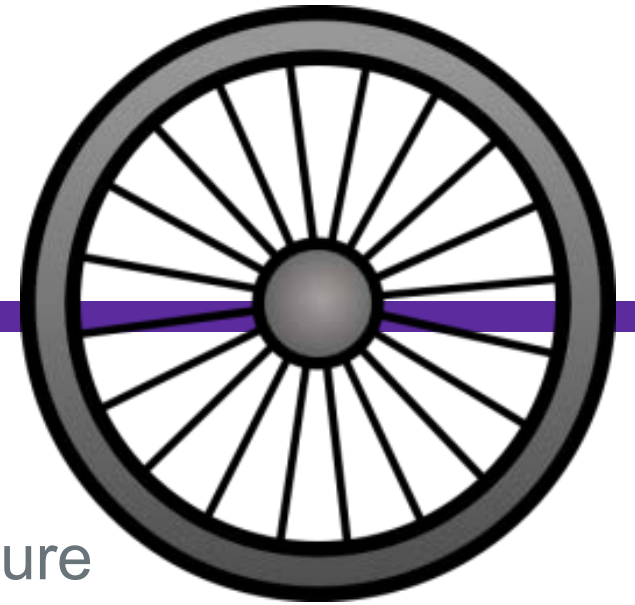
Imaging Physics Residency Contract, Negotiations and Economic Considerations for Hub and Spoke



Robert J. Pizzutiello, MS, FACR, FAAPM, FACMP
Residency Program Director, Upstate Medical Physics, PC
Executive Advisor
LANDAUER Medical Physics

October 8, 2015

Outline



- The essential challenge
 - The purpose of a contract
- Contractual issues to consider, big picture
 - Communication, documentation
 - Insurance, indemnification, licenses, registrations
 - Termination
- Specific elements
 - Responsibilities of each party
 - Other specifics
- Financial Analysis and Negotiations
- Practical checklist
- Summary

CAMPEP

Commission on Accreditation of Medical Physics Education Programs, Inc.

Section G: Residency Program Accreditation

G.05: Affiliate Sites

Policy No. G.05, Rev 1

Created: 01 Aug 2012

Approved: April 2014

Policy: *Medical Physics Residency Education Programs encompassing affiliate sites (a.k.a hub and spoke programs) shall ensure that uniform standards and procedures are maintained across all participating facilities.*

.04 The Program Director is ultimately responsible for ensuring compliance of the Program, as implemented at all participating sites, with CAMPEP requirements.

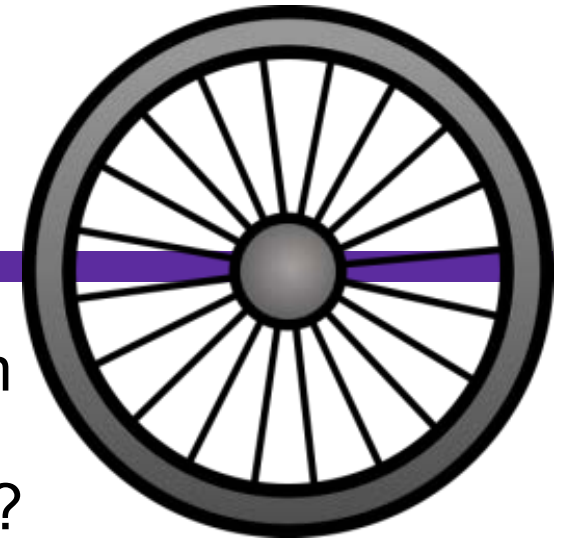
Purpose of Contract

- Clarify expectations of each party
- Protect the Hub and Program Director
 - Assure that Spoke follows Self-Study
- Protect the Spoke and Assoc PD
 - What can they expect from Hub
 - What is expected from the spoke
- Protect the Resident
- Protect CAMPEP
- Provides a reference and process for resolution of differences

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Big Picture Issues



1. Residency is primarily a training program
 - a) Work products are secondary but essential
2. Who selects **and employs** the Resident?
 - a) Roles of Hub/Spoke in selection process
 - b) Medphys Match?
 - c) If Spoke is employer, SS rules may not be consistent with Spoke Employment Policies
 - d) Who determines Salary, Benefits?
 - e) Insurance, Indemnification
3. Financial Issues and Transactions
4. Communication
 - a) Steering Committee Participation
 - b) Level of supervision at the Spoke (client visits)
 - c) Assoc PD competency/exam sign-offs with PD oversight

Big Picture Issues

5. Licenses and Registrations (different states, hospitals)
 - a) Who retains responsibility for compliance?
 - b) What if resident shows up and is not licensed/registered?
 - c) What about Vendormate®, RepTrax®, etc? Compliance and fees?
 - d) Periodic review of documentation by PD
6. Dispute Resolution Process
7. Term
 - a) Protect resident throughout 24 month period, back-up?
8. Termination
 - a) What happens if Spoke fails to deliver on commitments?
 - b) What happens if Resident fails
 - c) What happens if Resident seriously violates policies of either the Hub (e.g., fraud) or Spoke (e.g., harassment)
9. Use of names, advertising, press release, etc.
10. Amendments and jurisdiction

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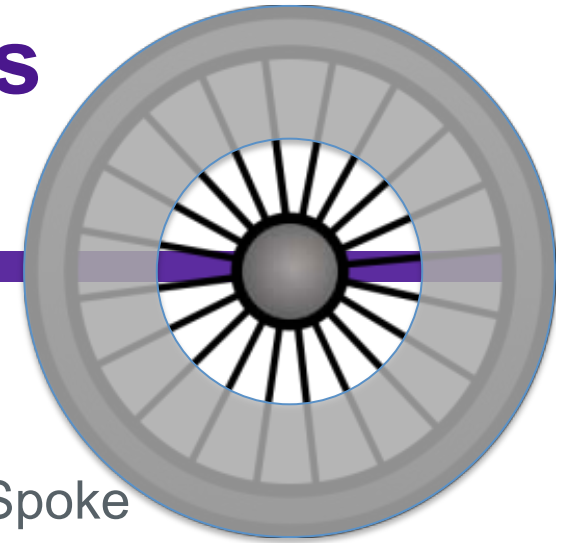
Specific Contractual Elements

Keep in mind the basic purpose

- Responsibilities of the Hub (University)
- Responsibilities of the Spoke (Affiliate)

Specific Contractual Elements

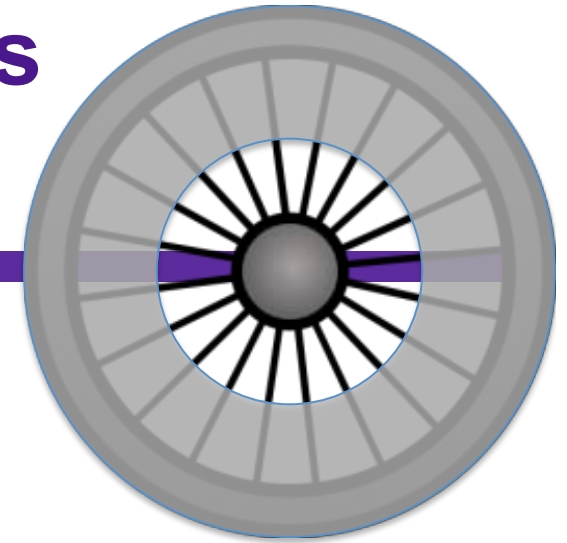
Responsibilities of the Hub (University)



- Residency PD
 - Set policies/procedures, advising residents
 - Evaluating the Residency Program, including Spoke
 - Evaluating the Faculty, including Spoke
- Residency Advisory Committee
 - Membership
 - Frequency of Meetings (Minimum)
- Define/approve each resident's training program
- If Resident is employed by Hub (University), Hub employee and residency rules apply
- If Resident is employed by Spoke, Hub must assure, verify and document Self Study Compliance

Specific Contractual Elements

Responsibilities of the Hub (University)



- Intellectual Property
- Accreditation
 - Hub responsible to maintain accreditation
 - Only the Hub communicates with CAMPEP, NOT the Spokes
- Examinations
 - Administered or supervised by the Hub
- Administrative Support
 - Define what support is provided, including software, on-line training, access to references, laboratories, etc.
- Communicate new, required changes
- Clarify how the resident is to interact with the Hub and PD
 - Does resident report to PD or associate PD?

Specific Contractual Elements

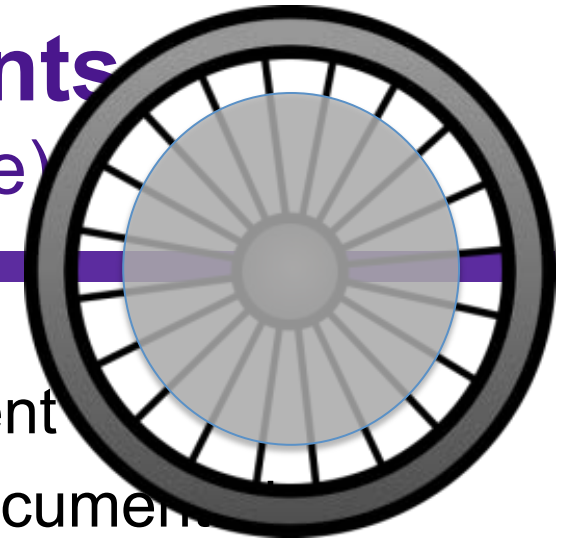
Responsibilities of the Spoke (Affiliate)



- Oversight
 - Define levels of supervision and progression thereof
 - Consistent with state Licensure/registration or MQSA
 - Documentation by Spoke, periodic review by PD
- Examinations, including demonstration of competency
- Payments, if any (admin services or resident salary)
- Evaluation of Spoke and Faculty by PD
- Records, including personnel, available to PD for review
- Orientation (HIPPA, Rad Safety, Ethics, etc.)
- Safety equipment (occupational monitoring, aprons, etc.)
- Clarify how the resident is to interact with the Hub and PD
 - Does resident report to PD or associate PD?

Specific Contractual Elements

Responsibilities of the Spoke (Affiliate)



- Use of Personally owned or company vehicle, mileage or expense reimbursement
- Provides test equipment, templates for documents
- Provides resident time for journal clubs or other academic activities
- Non Compete agreement?
- What happens in the event of a lawsuit?
- Billing for services provided by Resident to clients
- What if Resident fails to meet Spoke expectations?
- What happens if ownership of Spoke changes?
- Clarify how the resident is to interact with the Hub and PD
 - Does resident report to PD or associate PD?

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Financial and Negotiation Issues

- Mutual benefit and interest
- Protection of all parties, including residents!
- Following are some suggestions to consider

Financial Overview

- Fixed Program Costs, shared
 - Includes clinical teaching, Residency Coordinator
- Equipment Costs, per resident
 - Each resident needs their own
- Travel costs
 - Driver's license
 - Each resident needs their own car and costs, because they begin to drive and may do some field work independently after demonstrating competency

Financial Overview – Hub and Spoke

Understanding the costs

- Resident Salary
 - ~\$50K per year, for R1
 - What if spokes are in different housing markets?
- Share of Fixed Program Costs
 - Program Director,
 - Ed Coordinator
- Equipment Costs, per resident: ~\$30k
 - Will resident share or have their own?
- Costs for licenses, registrations, RepTrax
- Costs for professional meetings, outside courses
- Travel costs

Shared Program Costs (overhead), Annual *(Values provided for illustration purposes only)*

Program Director		\$ 80,000
Ed Coordinator		45,000
Online journals, etc.		5,000
Miscellaneous		20,000
Total		\$ 150,000

Spoke sites may share

Costs Directly Associated with Resident

Annual, unless indicated

Salary, Benefits	\$	65,000
State License, registrations		?
RepTrax, Vendormate, etc. (per client)		?
Insurance, Professional, General liability		?
Professional Travel, external courses (MTMI)		2,000
Client travel, meals, lodging (as needed)		?
Total	\$	~ 75,000

Test equipment (one time)	\$	30,000
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Spoke sites to pay some or all
Consistency among multiple spokes

Revenue for “Independent” work

(Values provided for illustration purposes only)

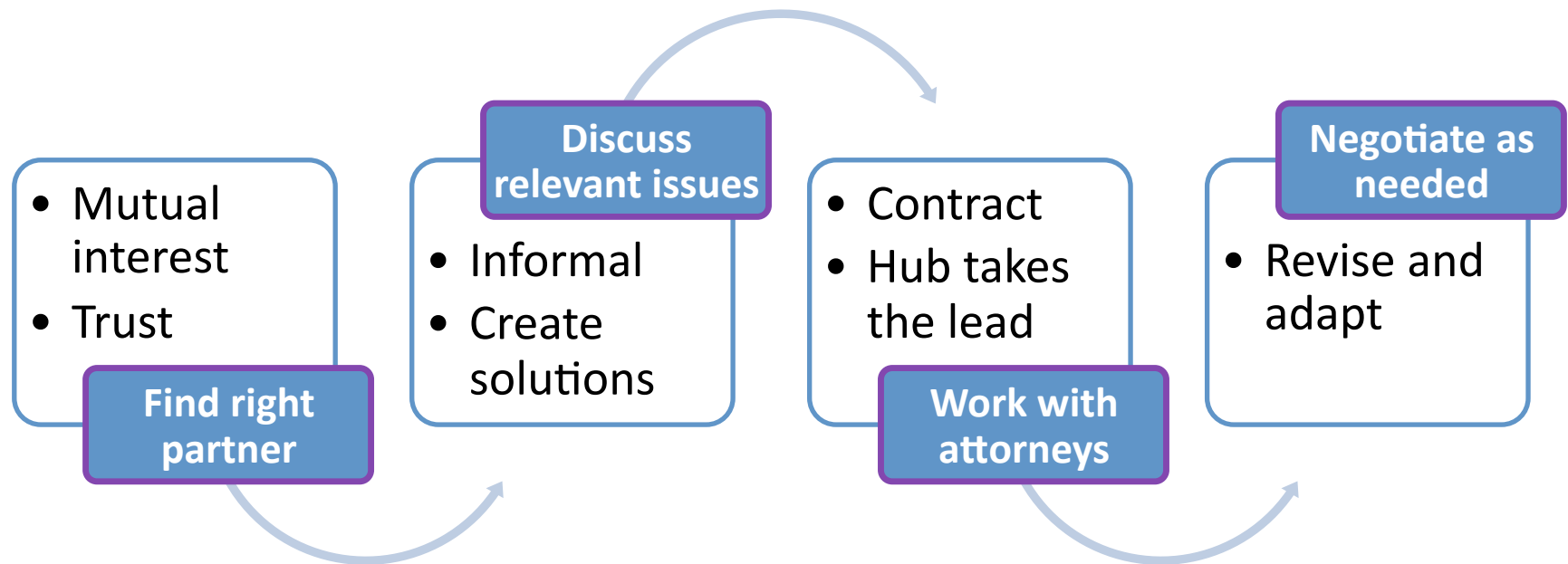
Qty	Type	Unit Fee ¹	Net ²
50	RF	\$ 400	\$ 16,000
20	CR/PDM	400	6,000
5	Mammo	1,500	6,000
5	Shielding	600	2,400
10	CT	1,800	14,400
10	MR	1,800	14,400
Total			\$ 53,200

1. Approximate value, for illustration only
2. Assumes 20% of revenue for supervision

What the \$ model does not show

- Teaching does take time and patience
 - Typically add 25% to faculty time for initial field work
 - Saves some time writing reports
- Influx of new blood, new training, new skill set, new ideas
- Promotes a thinking, questioning, teaching environment
- Journal clubs benefit the entire group
- Forces senior physicists to re-think or recall “Why?”
- Allows practice to train MP’s in real world environment

Suggested Negotiation Process (Collaborative Model)



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Hub and Spoke Checklist

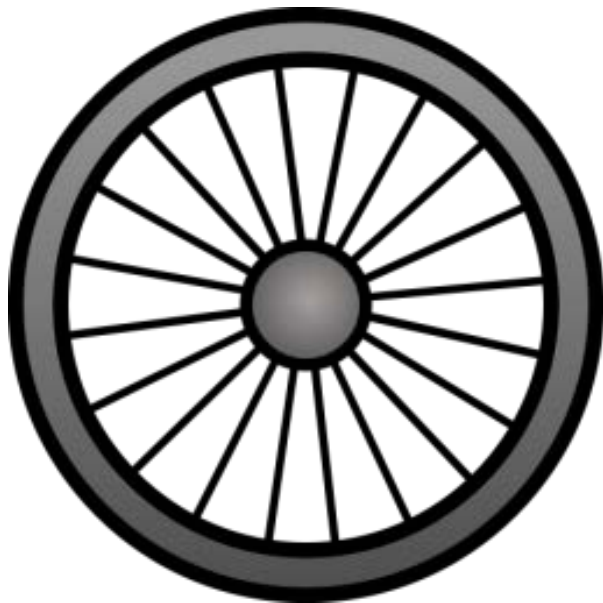
Contracts and Financial issues

- Ask yourself if Hub and Spoke benefits outweigh the costs
- Find the right partner
- List all of fixed cost and determine cost sharing philosophy
- List key issues for negotiation
- Discuss issues with potential affiliates, obtain consensus
 - Be sure all affiliate owners agree
- Legal document preparation (Hub)
 - May initially be very long and complex. Try to simplify!
- Negotiate with affiliates and attorneys
- Incorporate agreement into Self Study, submit to CAMPEP

Review

- The essential challenge
 - The purpose of a contract
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Conclusions



- **Hub and Spoke residency program can be effective, mutually beneficial and financially sustainable**
- **Agreement or MOU must assure Self study compliance**
- **Issues to consider and process to achieve success**

AAPM Webinar Part III: Economics & Negotiations

Firas Mourtada, MSE, PhD, DABR, FAAPM

**Chief of Clinical Physics, Christiana Care
Health System, Newark, DE**

**Associate Medical Physics Residency Director
Adjunct Associate Professor
Thomas Jefferson University, Philadelphia, PA**



Acknowledgments

- Amy S. Harrison M.S., CMD,
DABR Residency Program
Director, TJUH
- Virginia Lockamy, PhD, DABR
Associate Residency Director,
TJUH

Objectives

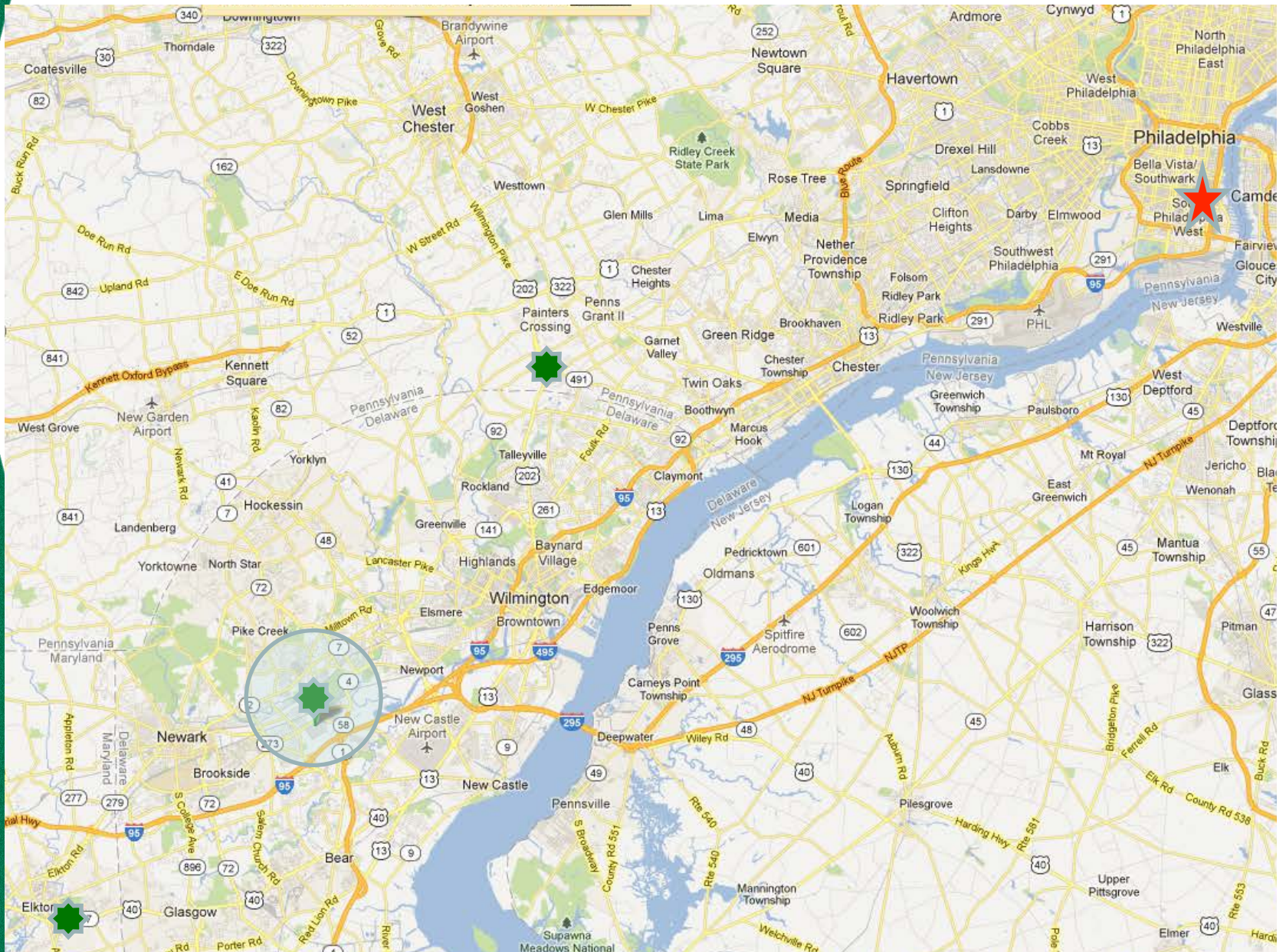
- Introduction to CCHS Radiation Oncology as Spoke to TJU Hub
- Basic Economics for partnership
- Negotiation phase: what to expect outside of the physics world?

HFGCC Radiation Oncology Department



Radiation Oncology

- Helen F. Graham Cancer Center
 - Main operations: 3 LINACs, 1 CK
 - Outpatient
- Christiana Hospital
 - Across street from HFGCC
 - In patients EBRT & HDR
- Satellite 1:
 - Union Hospital, Elkton, MD
- Satellite 2:
 - Concord Site (new, opened Jan, 2014) in Chadds Ford, PA



Hub/Spoke Program

- SIDNEY KIMMEL MEDICAL COLLEGE
- COLLEGE OF BIOMEDICAL SCIENCES
- JCHP
- COLLEGE OF NURSING
- COLLEGE OF PHARMACY
- COLLEGE OF POPULATION HEALTH

HOME > SIDNEY KIMMEL MEDICAL COLLEGE > DEPARTMENT OF RADIATION ONCOLOGY > RESIDENCY STATISTICS

- RADIATION ONCOLOGY HOME**
- Clinical Home
 - Faculty
 - Education
 - Divisions
 - Research
 - Giving to Jefferson
 - Contact Us

Residency Statistics

[Message from Chair](#) | [About TJU](#) | [About TJUH](#) | [Benefits](#) | [Life at Jeff](#) | [Education](#) | [Medical Physics Residency](#) | [Clinical Rotations](#) | [Program Overview](#) | [Residency Statistics](#) | [Current Residents](#)

Residency Alumni

The Medical Physics Residency Program has been directed by Amy Harrison, MS since 2007. In that same year the residency program received accreditation through CAMPEP (Commission on Accreditation of Medical Physics Education Program).

Resident Alumni - Post-CAMPEP Accreditation

Graduation Year	Number of Applicants	Number Accepted to the Program	Number of Graduates per Year	Number of Residents ABR Certified	Graduates Currently in a Clinical Position	Graduates Currently in an Academic/Clinical Position
2015	164	2	2			
2014	131	2	2		2	0
2013	149	4	2	2		2
2012	119	1	2	1	1	1
2011	85	1	1	3		1
2010	133	2	1		1	
2009	60	3	1	1	1	
2008	50 (approx.)	1	1		1	1



Letter from Yan Yu, PhD, MBA
Director, Division of Medical Physics



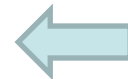
Amy Harrison, MS
Residency Program Director



Virginia Lockamy, PhD
Associate Residency Director



Firas Mourtada, PhD
Associate Residency Director
Christiana Care Health System (CCHS)



RADIATION ONCOLOGY SERVICES

- 3 Siemens Linacs (Artiste, Oncor, Primus)
- 3 Elekta Linacs (Synergy, Infinity, Versa)
- 1 CyberKnife
- 3 Siemens CT Sim's (2 Large Bore)
- 2 Nucletron HDR Afterloaders: Breast, Gyn, Skin, Sarcoma
- Prostate Seed Implants (LDR)
 - 3 sites: Surgi Center, DOCS, Union

Radiation Oncology Statistics 2014

- >32,000 EBRT fractions
- >600 SBRT (Cyberknife) fractions
- >900 HDR fractions
- >200 LDR Prostate Implants (real-time)

Objectives

- Introduction to CCHS Radiation Oncology as Spoke to TJU Hub
- **Basic Economics for partnership**
- Negotiation phase: what to expect outside of the physics world?

Economics of being a Spoke

- Unclear administrative resources to start and maintain a residency program.
 - Cost prohibitive to go solo
- Physics staff time allocated to a solo residency program



Hub-and-spoke model (TG-133)

- TJU (hub) responsible for initial accreditation, curriculum development, resident performance tracking, scheduling exams, clinical training, etc.
- CCHS (spoke) responsible for clinical training



Why we complement each other?

- TJU has
 - Has excellent track record teaching residents
 - Equipment: Gamma knife, Varian LINACS, Prostate HDR, Ra-223, TSET, Monaco, Eclips
 - Didactic courses: Radiobiology, Ethics
- CCHS has
 - Two approved residency slots
 - New RayStation TPS
 - Cyberknife and PSI LDR



Financial Considerations

- Share CAMPEP application fees
- Determine increased administrative cost on the hub due to spoke residents
 - Interview phase
 - Tracking resident progress
- Commute expenses and faculty time should be estimated



Example Expenses Work Sheet

	Travel Expenses (\$)	Number of physicist trips per year	Total
Mileage	46.8	4	3947.2
Time	900		
Food	40		

	Time required per resident (hours)	Physicists needed	Events per year	Total \$ per year
End-of-rotation	1	1	4	400
Mock orals	1	1	1	100
Teaching/Rotations	0	1	1	0
Journal clubs	0.17	1	12	204
Paperwork	12	1	1	1200
				1904

Physicist rate	100	Average days at Jeff per year	15
Miles to hub (round trip)	78	Average hours per day spent teaching	5
Cost per mile	0.6		
Time at hub (round trip)	9		
Cost per resident	5851.2		

Objectives

- Introduction to CCHS Radiation Oncology as Spoke to TJU Hub
- Basic Economics for partnership
- **Negotiation phase: what to expect outside of the physics world?**



TJU Hub & CCHS Spoke Structure

- TJU (Hub):
 - Owns program in general sense
 - Program administration
 - ◆ Advisory committees for Hub and Spoke
 - ◆ Resident evaluation and oversees compliance
 - CCHS (Spoke)
 - ◆ Interview residents w Hub
 - ◆ Directly employs residents (resident salary, benefits, PTO, funds meetings)
 - ◆ Provide resources including office space for resident

Agreement Base is CAMPEP Rulings

- Appendix of legal agreement reference the Self-study
 - CAMPEP approved structure must be followed
- Resident at Spoke is the Spoke's employee
 - Reference the Spoke's hospital employee handbook



RESIDENT TRAINING AGREEMENT

BETWEEN

THOMAS JEFFERSON UNIVERSITY HOSPITALS, INC.

AND

CHRISTIANA CARE HEALTH SERVICES, INC.

This Resident Training Agreement (hereinafter "Agreement"), made effective on the 1st day of July 2013, by and between Thomas Jefferson University Hospitals, Inc. (hereinafter "JEFFERSON") and Christiana Care Health Services, Inc. (hereinafter "AFFILIATE") sets forth the parameters and administrative provisions of the rotating residency program, (hereinafter "Program") entered into mutually by the parties.

WITNESSETH

WHEREAS, JEFFERSON and AFFILIATE have an interest in supporting medical physics training and in working cooperatively with other institutions dedicated to public service and medical educational endeavors; and

WHEREAS, JEFFERSON and AFFILIATE agree that patient care can be best achieved and facilitated when a stimulating and positive educational and clinical environment is maintained; and

WHEREAS, JEFFERSON and AFFILIATE desire to establish and maintain a relationship in order to provide a range of relevant clinical services and facilities as part of a radiation oncology physics residency training program; and

WHEREAS, JEFFERSON and AFFILIATE agree that it is in their mutual interest and to their mutual advantage to provide residents participating in the training program the opportunity to work at AFFILIATE as part of their clinical training program;

NOW, THEREFORE, in consideration of the mutual covenants contained herein and intending to be legally bound hereby, the parties agree as follows:

Essential Elements

- A. Program Description
- B. Faculty Appointment
- C. Rules Governing Resident Conduct
- D. Staff Levels and Assignment of Residents
- E. Resident Supervision/Evaluation
- F. Program Observation
- G. Payment
- H. Insurance & Indemnification
- I. Terms, HIPPA, etc.



**Thomas Jefferson University Hospital
Medical Physics Residency Program in Radiation Oncology Physics**

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Medical Physics Resident Manual (Spoke Specific)

- Physics Residents are CCHS Employees and as such have the benefits of staff and should read the ***Employee Handbook***
- Adheres to CCHS Mission and Core Values

The screenshot shows the 'HR Online' interface for Christiana Care Health System. The page title is 'Employee Handbook'. The navigation menu includes Home, Finances, Health & Wellness, Work/Life, Career & Development, and Managers. The main content area is titled 'Introduction' and contains the following text:

Christiana Care is committed to achieving and maintaining our strategic objective of being a Great Place to Work. To this end, Christiana Care has voluntarily established Human Resource policies and practices that provide guidance to managers to enable them to cultivate a work environment that encourages the recruitment, retention, and commitment of a diverse and talented work force. All policies have been established to assure equal opportunity regardless of race, color, religion, sex, national origin, sexual identity or expression, age, marital status, genetic information, sexual orientation, disability or protected veteran status.

As a condition of employment, all employees agree to abide by all Christiana Care policies and procedures including those contained in the employee handbook.

Responsibility for the day-to-day management of Christiana Care employees must rest with the Christiana Care management team. Christiana Care's human resources platform has been developed to support managers in fulfilling these responsibilities and in developing and maintaining a positive employee relations climate. Our voluntary commitment to these policies, applied through our competent management team, supports an engaged workforce that is able to support the fulfillment of our mission.

Employee and management input is regularly obtained on human resources policies and practices through various avenues including focus groups, surveys, and the Human Resources Advisory Committee.

For policy questions contact **Tasha Moore-Wright at 733-1384**.
• [Christiana Care_Regulatory_Portal](#)

This guide highlights policies, practices, services and other benefits provided to employees in Christiana Care Health Services, Health Initiatives and Home Health and Community Services. The guide is intended to be informational and is not a contract between you and Christiana Care. Statements of policy and procedure in this guide are subject to change, and final interpretation of current policies and practices rests with Christiana Care.

Important Points to Include

All resident training programs shall be in compliance with the requirements of the Commission on Accreditation of Medical Physics Educational Programs (“CAMPEP”).

Supervising physicists at AFFILIATE assigned to the Program must apply for and receive an appointment to the Jefferson Medical College (hereinafter “JMC”) faculty or another equivalent academic faculty appointment, satisfactory to JEFFERSON (hereinafter "Faculty").

Rules Governing Resident Conduct

As of the Effective Date the CAMPEP requirements are as follows:

Either the Residency Program Director or the Medical Physics Director may advise, censure, or (after due process) dismiss a resident that fails to demonstrate adequate progress or competence. If the goals of 2 or more of the rotations are not met by the end of the first year, a written warning is issued to the resident with a time frame given in which to meet the goals. If the resident fails the oral exam, a second oral exam will be given within 30 days. If the resident fails the second examination, the resident will be dismissed. Cause for dismissal also includes noncompliance with mandatory training, such as HIPPA privacy rules, patient safety, or other hospital rules. Non-academic dismissal may be warranted for any just cause including, but not limited to, serious or repeated infraction of established policies or procedures, failure to adhere to appropriate patient care, failure to demonstrate ethical or professional standards, failure to perform required work duties properly, or any action threatening the health, welfare or safety of any patient, visitor, colleague or employee. The dismissal of a resident may only be undertaken following presentation and review of the Medical Physics Residency Program Committee. The resident will receive a letter from the Program Director outlining the grounds for dismissal.

EXHIBIT A
RESIDENT TRAINING AGREEMENT
BETWEEN
THOMAS JEFFERSON UNIVERSITY HOSPITALS, INC.
AND
CHRISTIANA CARE HEALTH SERVICES, INC.

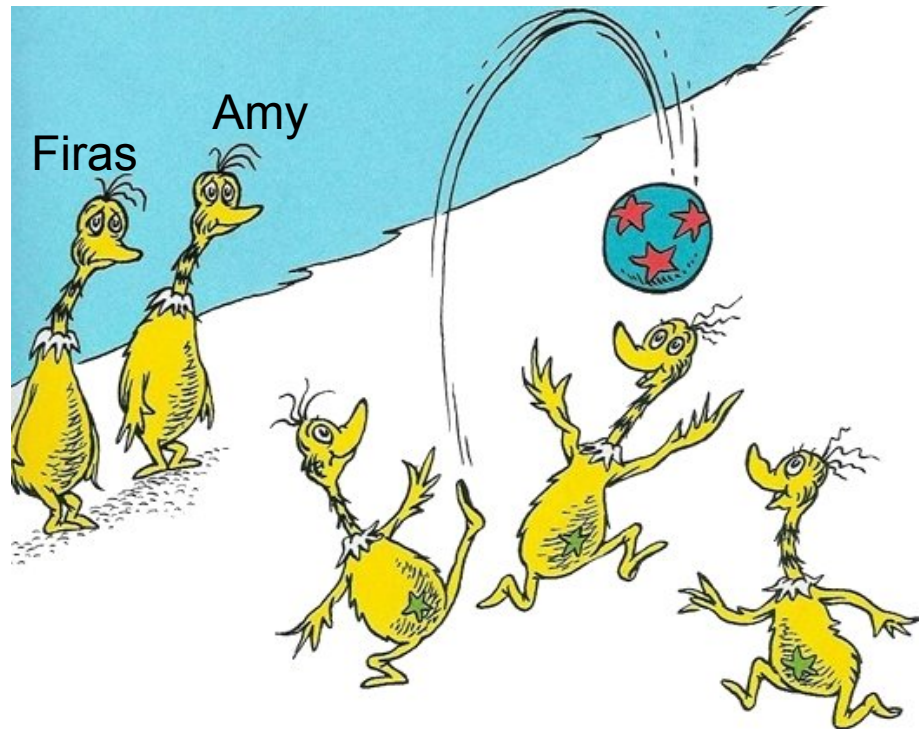
The following departments will be participating in the training of residents under this Agreement:

Department of Radiation Oncology, Jefferson Kimmel Cancer Center
Thomas Jefferson University Hospital and

Radiation Oncology Department at Christiana Care Health Services,
Helen F. Graham Cancer Center

Agreement Timeline— almost 2years!

- Never drop the ball!
- Best to have face-to-face meeting with legal, rad onc administrators → All in one room!!



Agreement signed in Jan. 2014
back dated to July 1, 2013 “Official start date”



Conclusions

- A hub/spoke residency program has been successfully launched with TJU and CCHS
- Negotiation process can be frustrating if not followed
 - Face-to-face meeting with legal is highly recommended
- CAMPEP agreement template could ease this process

<http://christianacare.org/ncccp>

Helen F Graham Cancer Center



**One of only 30 National Cancer Institute National
Community Cancer Centers (NCCCP) since 2007**



Hub and Spoke Webinar #3: Economics and Negotiations

Question/Answer Session

- To send questions to the speaker, please enter them into the question box in the Go-To-Meeting toolbar.



Hub and Spoke Webinar Series

Webinar Title	Speakers	Date/Time
Webinar #1 - General Structure, Basics & Responsibilities from a Main Site Perspective	<i>Joseph Dugas, PhD Mary Bird Perkins Cancer Center</i> <i>Robert Pizzutiello Jr., MS Landauer Medical Physics</i>	Archived at http://www.aapm.org/meetings Select the meetings tab and scroll down.
Webinar #2 - Motivation, Economics, and Structure from the Satellite Perspective	<i>Firas Mourtada, PhD, Christiana Care Hospital</i> <i>Michele Verst, MS Cancer Care Group</i>	Archived at http://www.aapm.org/meetings Select the meetings tab and scroll down.
Webinar #3 - Economics and Negotiations	<i>Robert J. Pizzutiello Jr., MS, Landauer Medical Physics</i> <i>Firas Mourtada, PhD, Christiana Care Hospital</i>	Thursday, Oct 8, 2015 12 – 1 pm, eastern
Webinar #4 - CAMPEP Perspective	<i>Chester Reft, PhD University of Chicago</i> <i>John Antolak, PhD Mayo Clinic</i>	Thursday, Oct 15, 2015 1 – 2 pm, eastern