ASCO Practice Leadership Series

7 Recruitment Strategies to Attract Top Talent in 2021

Medicare 2022 Proposed Rules
(Physician Fee Schedule and Outpatient Prospective Payment Systems)

Thursday, August 19, 4:00pm
Speakers

Dr. Brent Lacey, M.D.
Founder/CEO
The Scope of Practice

Gina Baxter, MPH
Associate Director, Coverage and Reimbursement
ASCO Policy & Advocacy
Welcome!

- Please mute your phones
- Q&A session at the end
  - Use the Q&A button in the bar at the bottom of your Zoom window
  - Type in your question
  - We will address questions in the order they are received
7 Recruitment Strategies to Attract Top Talent in 2021

Brent W. Lacey, M.D.

www.thescopeofpractice.com/physicianleadertools
Top talent does NOT mean most expensive talent

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7 strategies to attract top talent

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1. Be the “oasis in the desert”

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1. Be the “oasis in the desert”

- Top talent has choices.
- What are your company values?
  - Know them
  - Promote them
  - Celebrate them
- Fire people that aren’t great
- Never settle for “good”

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2. Hire for a “cultural fit,” not just a “skills fit”

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- Minimum level of skills
- Unique skills
- Culture beats skills every time
- You can train skills, you can’t train culture

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3. Structure compensation to benefit the junior partners

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3. Structure compensation to benefit the junior partners

- Offer competitive pay.
- Beware of the “golden parachute” and pyramid schemes.
- Allow junior partners to share profits sooner rather than later.
- Consider “sweat equity” options for debt-averse future partners.
- Set high expectations!!!!

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4. Reach out, don’t wait for them!

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4. Reach out, don’t wait for them!

- Give lectures at meetings.
- Get involved in national societies.
- Offer to teach at residencies and fellowships.
- Get on social media forums.

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5. Take care of their family

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5. Take care of their family

- Bring candidates to your office for a day and have them meet people.
- Look for job opportunities for their spouse.
- Talk about school districts in the area.
- What’s the living situation like?
- Benefits for family members (e.g. insurance)

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6. Moonlighting, locums, or temporary hire

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- Gung-ho residents/fellows will seek out these opportunities.
- First-hand observational period.
- Opportunity to weed out people who don’t fit.

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7. Use your network

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7. Use your network

- In-network referrals are historically the highest yield.
- Build on the people who are already a great fit.
- Cuts down on marketing costs.
- Your immediate network is big, secondary network is HUGE!

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7 strategies to attract top talent

1. Be the “oasis in the desert.”
2. Hire for a “cultural fit,” not just a “skills fit”
3. Structure compensation to benefit the junior partners
4. Reach out, don’t wait for them!
5. Take care of their family
6. Moonlighting, locums, or temporary hire
7. Use your network
Now, start writing!

www.thescopeofpractice.com/physicianleadertools
Download this free guide at
www.thescopeofpractice.com/physicianleadertools

THE SCOPE OF PRACTICE HELPS PHYSICIANS MANAGE THEIR BUSINESS SUCCESSFULLY AND MASTER THEIR PERSONAL FINANCES.
Feel free to submit questions

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2022 Medicare Proposed Rules

• Reimbursement Impact
  ▪ Medicare Physician Fee Schedule (MPFS)
  ▪ Outpatient Prospective Payment System (OPPS)

• Other Provisions of MPFS:
  ▪ Telehealth
  ▪ Colorectal Cancer Screening
  ▪ Physician Assistant Medicare Billing
  ▪ Appropriate Use Criteria
  ▪ MIPS “Value Pathways”
  ▪ MIPS Category Weights
# Reimbursement Impact

## Medicare Physician Fee Schedule

<table>
<thead>
<tr>
<th>Proposed Changes to Relative Value Units (RVU)</th>
<th>MedOnc</th>
<th>RadOnc</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expired Temporary 2021 Increase to Conversion Factor (related to office/outpatient E&amp;M changes)</td>
<td>-2.00%</td>
<td>-5.00%</td>
</tr>
<tr>
<td>Medicare Sequestration Reinstated</td>
<td>-2.00% of Payment Amount</td>
<td></td>
</tr>
<tr>
<td>Statutory Sequestration (PAYGO) to Offset Spending in the American Rescue Plan Act of 2021</td>
<td>-4.00% of Payment Amount</td>
<td></td>
</tr>
</tbody>
</table>

| Totals | ~-10.20% | ~-12.95% |
Reimbursement Impact

Understanding the 2022 RVU updates

• CMS updated clinical labor rates after 20 years

• Some labor codes increased more than others

• CMS applied a budget neutrality adjustment, lowering reimbursement for equipment and supplies
# Reimbursement Impact

## Outpatient Prospective Payment Schedule

| Proposed Changes to Ambulatory Payment Classification Weights | +1.10% |
| Change in Drug Status from Separately-Payable to Bundled | -0.67% |
| Update in Conversion Factor | +2.00% |
| Medicare Sequestration Reinstated | -2.00% of Payment Amount |
| Statutory Sequestration (PAYGO) to Offset Spending in the American Rescue Plan Act of 2021 | -4.00% of Payment Amount |
| **Totals** | **~2.42%** |
Reimbursement Impact

Cumulative Impact Examples (MPFS & OPPS)

% Change in Medicare Reimbursement

PracticeNET Practice Key
Telehealth

- Temporary services (category 3) added to telehealth list will remain on the list until 2023
- Permanent adoption of virtual check-in code G2252 (audio only 11-20 min)
- No updates to originating site restrictions or geography (except for behavioral health services)
Colorectal Cancer Screening

• Screening colonoscopies and sigmoidoscopies that detect a lesion and lead to tissue removal, will be treated as screening rather diagnostic procedures (i.e. no beneficiary cost sharing)

• Phase-in beneficiary cost-sharing until $0 in 2030
Medicare Billing for Physician Assistants

• PAs may bill Medicare directly as NP and CNS currently do
• Reimbursement rate 85%

• Proposed changes affect billing construct only. Supervision requirements not affected.
Appropriate Use Criteria

• Penalty period to begin January 1, 2023, or the first January after the PHE expires.

• During the penalty period, any claims that do not meet the requirements for the program will be denied or rejected.

• CMS encourages practitioners to use this time to prepare, operationalize claims processing systems.
MIPS Value Pathways (MVPs)

- CMS proposes to initiate the MVP program in 2023

- 7 MVPs proposed for 2023, oncology not included in the 7

- Sunset traditional MIPS by the end of the 2027 performance year
MIPS Payment Adjustment

• CMS proposes to increase the MIPS performance threshold, which must be achieved to avoid a penalty, from 60 to 75 points.

• CMS proposes to increase the exceptional performance threshold from 85 to 89 points.
# Performance Category Weights

<table>
<thead>
<tr>
<th>Performance Category</th>
<th>2021 Weight</th>
<th>2022 Weight</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td>40%</td>
<td>30%</td>
<td>-10%</td>
</tr>
<tr>
<td>Cost</td>
<td>20%</td>
<td>30%</td>
<td>+10%</td>
</tr>
<tr>
<td>Promoting Interoperability</td>
<td>25%</td>
<td>25%</td>
<td>0%</td>
</tr>
<tr>
<td>Improvement Activities</td>
<td>15%</td>
<td>15%</td>
<td>0%</td>
</tr>
</tbody>
</table>
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2021 PracticeNET Fall Meeting

Where and When
• Coordinating with the ASCO Quality Care Symposium (September 24-25)
  ▪ https://quality.asco.org/

• PracticeNET Meeting
  ▪ Thursday, September 23
  ▪ 11:30am – 5:00pm

• Virtual and/or In-Person
  ▪ Boston Marriott Copley Place

Agenda
• PracticeNET benchmarking review

• Advance Care Planning

• Biosimilars

• CMS Oncology Care First Model & Radiation Oncology Model
Next Calls

• September Practice Leadership Call
  Patient-Centered Cancer Care
  Thursday, September 16, 2021
  4:00 PM Eastern

• October Practice Leadership Call
  PracticeNET Fall Meeting Highlights
  Thursday, October 21, 2021
  4:00 PM Eastern

https://practice.asco.org/calendar