

# What Program Directors Need to Know about Training the Ideal Academic Cardiology Recruit: Insights from a Cardiology Division Chief (or CV Center Director)

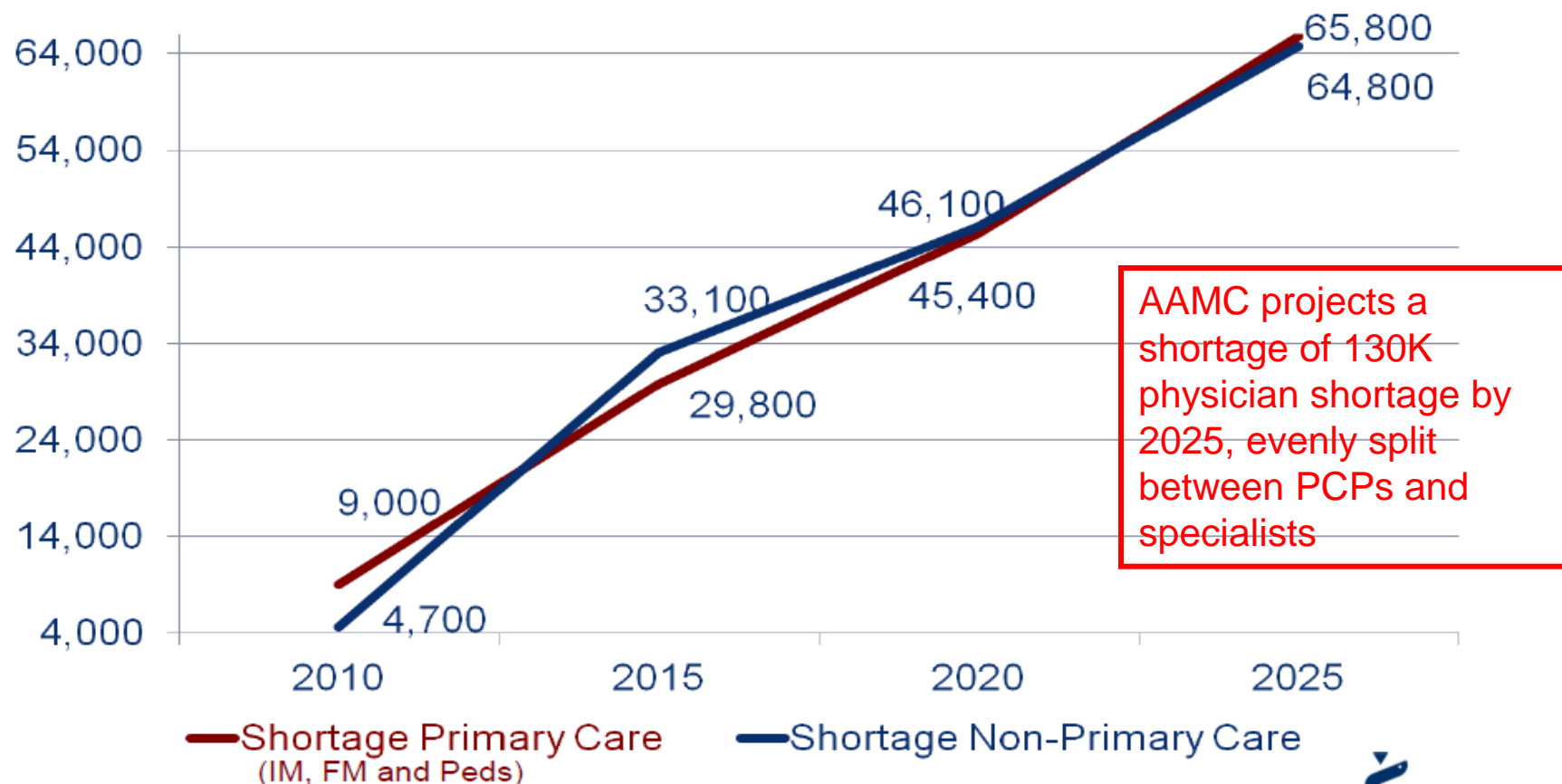
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# Projections of Equal Shortages in PC & Non-PC



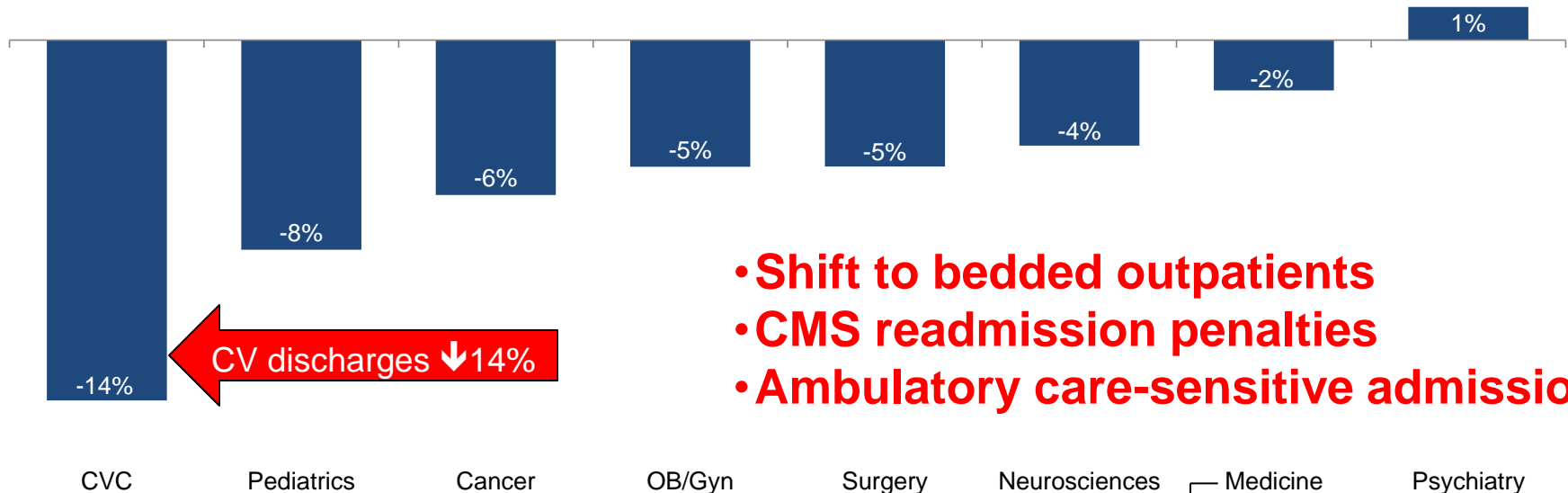
Source: The Impact of Health Care Reform on the Future Supply and Demand for Physicians Updated Projections Through 2025 (June 2010), AAMC Center for Workforce Studies. Graph: Atul Grover, M.D., Chief Public Policy Officer AAMC (April 2013)



AMERICAN  
COLLEGE of  
CARDIOLOGY

# Eastern MA utilization declined across nearly every product line (FY 2010 to FY 2012)

Inpatient Utilization Rates per 1,000: Percentage Change by Product Line



CV discharges ↓ 14%

- Shift to bedded outpatients
- CMS readmission penalties
- Ambulatory care-sensitive admissions

## Notable Programs (5,000+ discharges):

- Clinical (-22%)
- Invasive (-13%)
- Vascular Surg (-12%)
- Heart Failure Tx Med (-11%)
- EP Arrhythmia (-7%)

- Gynecology (-18%)

- Neurology (-9%)

- Pulmonology (-8%)
- Endocrinology (-6%)

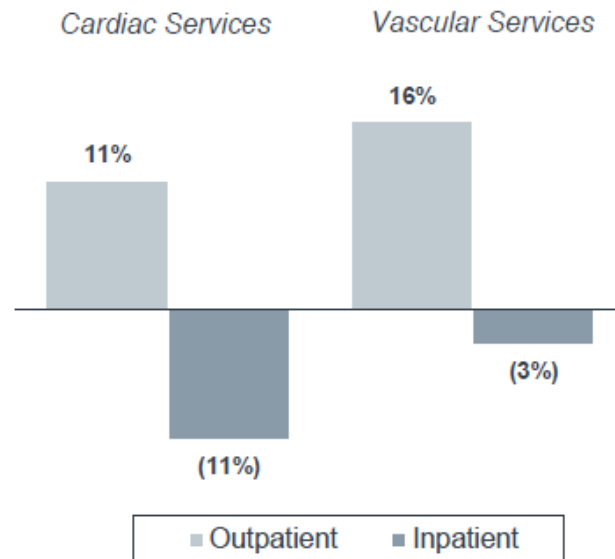
The CVC's utilization would be (-10%) if Clinical Cardiology was excluded; ~50% of these cases at Tufts MC roll up under a Medicine Attending Service

Medicine's utilization would be (-5%) if Clinical Cardiology was included

# Future of CV Services

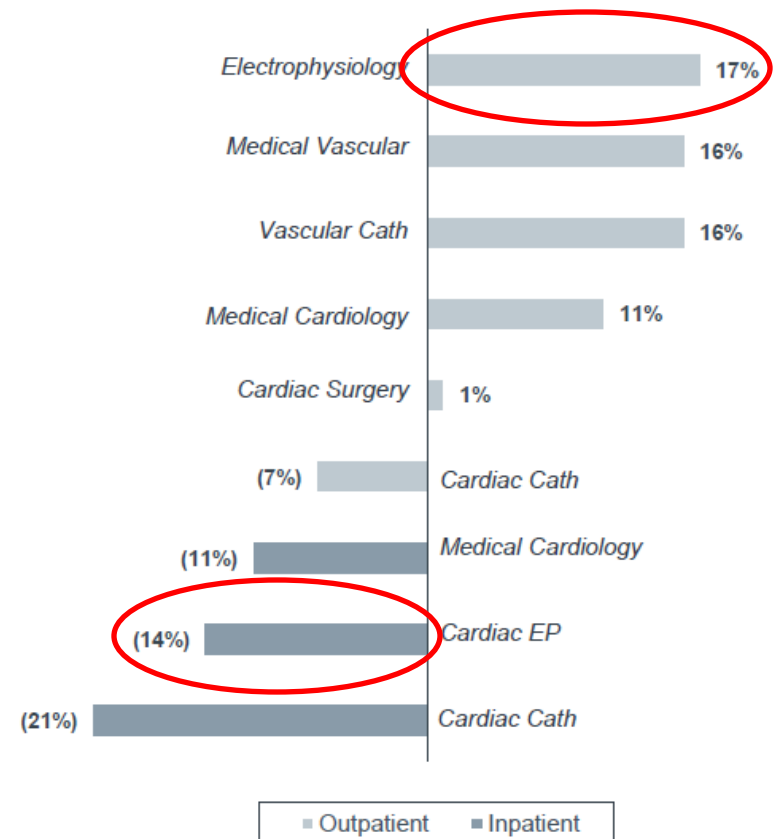
All-Payer Volume Growth Projections

2013-2018



CV Volume Growth Projections by Sub-Service Line

2013-2018

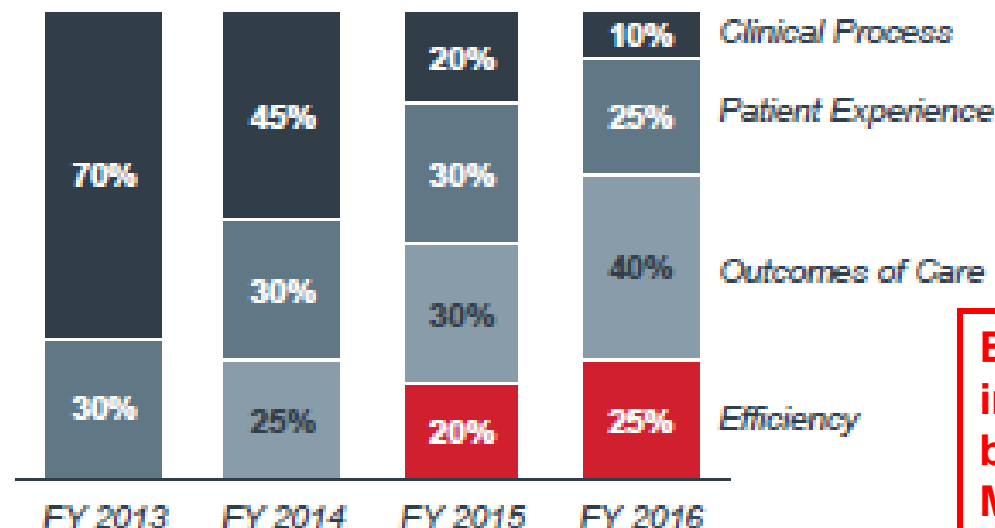


- CV Growth is in the outpatient setting

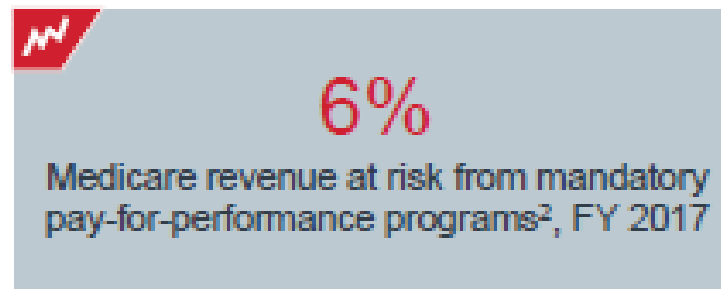
# Steady Shift Toward Risk-Based Payment

## More Mandatory Risk On the Horizon

### Medicare VBP<sup>1</sup> Program Domain Weights



**By 2022, 75% of inpatient cases will be funded by Medicare and Medicaid**



<sup>1</sup>) Value-Based Purchasing.

<sup>2</sup>) Includes Value-Based Purchasing Program, Hospital Readmissions Reduction Program, and Hospital-Acquired Conditions Program.

<sup>3</sup>) Request for Information.

# Characteristics of the Ideal Academic Cardiology Recruit

- Clinical Excellence
  - Prepare for the future
  - Learn to do it well (then learn to do it fast)
- Research skills
- Teaching skills
- Special interest
- Demonstrable achievements
- Focus
- Interpersonal Skills
  - Patients; CV Team; Community MDs
  - Team Player
  - Leader

# Examples of Tangible Achievements

- Give a presentation at a scientific meeting
- Publish a paper in a peer reviewed journal
- Master a special skill
  - Support device implant / management
  - Critical care
  - Disease management / population health
- Win a teaching award
- Develop / enhance a curriculum
- Start a program!
  - HCM
  - Cardio-oncology

# Learn a Skill but Focus on a Population / Disease

- Heart failure
- Atrial fibrillation
- Structural heart disease
- Adult congenital disease
- HCM
- Vascular disease



# Research

- Find an outstanding mentor
  - Teacher
  - Advocate
  - Respected
  - Funded
- Focus
  - Choose a manageable project
- Communicate your work
  - Give a presentation
  - Publish a paper
- Get funding



# Clinical Excellence: Prepared for the Future

## Transitions

- Fee-for-service → Fee-for-value
- Inpatient → Outpatient / ambulatory
- MD group independence → MD– hospital integration
- Hospitals → Systems of care
- Patient management → Population management

## Skills required

- Disease management
- Quality metrics / quality improvement
- Leadership

What is Leadership?

Who needs Leadership?



Be a **FOND** Leader:

- **F**acilitate
- **O**rganize
- **N**urture
- **D**elegate



Above?



Leadership Authority



Below?

Adding value to those  
doing the work







Start  
Here

YOU

HER

# Leadership: What is it?

Adding value to those who are  
doing the work

# Leadership: Who needs it?

Everyone  
(Well, certainly all physicians)



# On Persistence

“Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men [and women] with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan, “Press on” has solved and always will solve the problems of the human race.”

Calvin Coolidge

January 17th, 1914, Commonwealth of  
Massachusetts Senate

If you had to choose 3 traits that you would most want in a graduating fellow, of the following, which 3 would you choose?

- A. Clinical excellence, research skills, teaching skills
- B. Clinical excellence, research skills, leader
- C. Clinical excellence, teaching skills, leader
- D. Clinical excellence, team player, leader
- E. Research skills, teaching skills, team player