

## **Guide to Medical Directorship**

*Drafted by the ACNS Practice Committee*

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### **Introduction:**

The charges of the ACNS Practice Committee include providing members with information and tools necessary to establish properly-executed Neurophysiology laboratories. Neuroscience services line development are one of the common strategies considered in many hospitals throughout the nation. The Practice Committee aims to assist in developing a partnership between neurophysiologists and hospitals in their goals to establish Neurophysiology labs that meet the standard of care, provide quality and maintain cost effectiveness.

The Practice Committee believes the first step in building that partnership is to establish proper expectations and relationships between the institution and supervising physicians also known as "medical directorship." The following document has been developed to provide insights about the expectations, responsibilities, and negotiation points of concern to the medical director. It has been developed in collaboration with physicians in various positions including independent contractors, employed physicians, as well as academic and private practitioners. We understand this document is by no means complete, but believe it is a great start.

### **Contracts:**

- Generally, an annually renewable contract between the Neurophysiologist and hospital.
- Although the hours and rate may vary from state to state, the average hour ranges 10-40 hours/month with the rate of \$90-\$200/hr.
- The number of hours billed needs to be reported on a monthly basis because of Stark laws.
- Physicians are generally required to submit a log of the hours spent, which may include exact number of hours and activities.

### **When negotiating, ask the following questions:**

- What are their greatest challenges/problems?
- What is the purpose or expectation of a medical director in that particular institution?
- Is there a Neuroscience/Neurology service line?
- What is the IT/platform support?
- What is the administration organization of the above: Manager? Executive director?
- What are the average hours awarded to directorships?
- What is the reporting structure of the hospital?
- To whom will you report?
- What programs currently exist? EEG/IOM/LTM/EMU/Diagnostic lab?
- What are the strategic plans in program development?
- Is it a for-profit versus non-profit organization?
- How is philanthropic/charity care managed?
- What's the annual budget?
- Who decides capital equipment purchase?
- What resources will they provide?
- When is time for re-negotiating the contract?

### **General Duties:**

Medical directors are responsible for the quality of the studies and for the laboratory to meet the standard of care. Medical directors work closely with the hospital administrators such as Executive Directors, or service line directors. The duties may include establishment, supervision, and maintenance of the lab as well as assisting in technologist recruitment, development of policies and procedures based on standard practice guidelines. They also will update or create process for laboratory accreditation. Although the amount of work required to attend the duties may not be justified by the financial gain, the medical directorship gives one the power to lead, guide and develop programs that may not otherwise be possible.

For each of the programs (EEG/IOM/EP/LTM), expected duties typically include the following (sometimes in concert with department head or chairman):

#### Staffing

- Participate in the recruitment of personnel at all levels (e.g., technologists, office staff, manager, etc.) needed for support neurophysiology laboratories

#### Quality Control and Credentialing

- Approve, supervise and maintain neurophysiology policies and procedures
- Identify and establish the proper guidelines for the current practice and provide a rationale for any deviation
- Assess market needs and set institution standards for offering the different types of neurophysiology studies
- Set institution standards for physician-credentialing to interpret those studies
- Oversee the quality of all neurophysiology studies, reporting, billing and etc.
- Revise standards to meet credentialing requirements
- Establish, oversee and manage physician reading panels.
- Work with the Medical Staff Office on privileging and credentialing standards for physicians

#### Hardware/Technical Support

- Assess infrastructure for the lab
- Oversee the overall operation of neurophysiology laboratories
- Hardware platform
- Working with the IT department to establish proper technology for remote monitoring

#### Program and Administrative Support

- Educate staff, physicians, technologists and business personnel regularly on the above.
- Clinical support for questions/inquiries