

Society of Chairmen of Academic Radiology Departments FALL MEETING

September 13-17, 2003, The Fairmont Waterfront
Vancouver, British Columbia, Canada

In Joint Sponsorship with the Radiological Society of North America

CME Information

This activity has been planned and implemented in accordance with the Essential Areas and Policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint sponsorship of the Radiological Society of North America (RSNA) and the Society of Chairmen of Academic Radiology Departments (SCARD). The RSNA is accredited by the ACCME to provide continuing medical education for physicians.

The RSNA designates this educational activity for a maximum of 14 category 1 credits toward the AMA Physician's Recognition Award. Each physician should claim only those credits that he/she actually spent in the educational activity.

This activity has been accredited by the Canadian Association of Radiologists as a Group Learning Activity (section 1 credits) for the Maintenance of Certification Program (RCPSC).

Evaluation

In compliance with the ACCME requirements, you must record your attendance and evaluate the sessions you attend in order to receive category 1 CME credit.

The evaluation instrument is supplied to you at registration in a booklet format. The session evaluations appear in chronologic order. Please write your name and address in the space provided, and complete the evaluations for the sessions you attend. At the end of the meeting, submit this completed evaluation booklet to the SCARD registration desk. A record of the CME credit earned at this meeting will be mailed to you 6-8 weeks after the meeting.

Target Audience

Radiologists holding appointments in academic medical centers and engaged in research and teaching as well as clinical practice.

Learning Objectives

By participating in the SCARD Annual Meeting, attendees will be able to: Discuss and debate the most controversial issues related to academic radiology • Identify solutions to dilemmas facing academic radiology • Develop methods to better administer an academic department of radiology or radiologic practice • Analyze key issues in Radiologic economics, practice efficiency, and strategy • Learn about the wide variety of resources available to the radiology community for research and department development.



This icon indicates discussion of uses not approved by the FDA. The RSNA and SCARD recognize that at scientific meetings faculty may discuss the application of some devices, materials, or pharmaceuticals that are not FDA approved. In keeping with the highest standards of professional integrity and ethics, RSNA and SCARD require that faculty fully disclose to their audience that there will be discussion of the unlabeled use of a commercial product, device, or pharmaceutical that has not been approved for such purpose by the FDA.

Financial Disclosure

The Accreditation Council for Continuing Medical Education requires the RSNA, as an accredited provider of continuing medical education, to obtain signed disclosure statements from faculty at the SCARD Fall Meeting. It further requires that the RSNA provide disclosure information to all attendees prior to the educational activity. Presenters who have or have had within the previous 12 months an affiliation or financial relationship with companies or organizations about whose products or services they are reporting are disclosed at the end of their program listing. Disclosures submitted after the printing of the program book will be available onsite. A list of those authors failing to submit signed disclosure statements prior to the SCARD Fall Meeting will also be available onsite. All other presenters have submitted signed statements indicating they have no affiliation or financial relationship to disclose.

Sunday, September 14, 2003

7:00 AM - 12:00 PM

Registration

Location: Mackenzie Foyer

7:00 AM – 8:00 AM

Breakfast

Location: Mackenzie Foyer

8:00 AM - 9:00 AM

Academic Radiology in Canada: Opportunities and Problems

Location: Mackenzie 1 & 2

Speaker: Blake M. McClarty, MD

Learning Objectives: Canadian academic radiology programs share many of the same opportunities and difficulties with programs in the United States. This talk will cover those issues and highlight the differences. Recent changes in health care delivery models in Canada, and their impacts, will be discussed. Our education, research, and clinical care are effected by these changes.

9:00 AM - 10:00 AM

Rewards and Pleasures of Being a Radiology Department Chair

Location: Mackenzie 1 & 2

Speakers: Stephen R. Baker, MD
Dieter R. Enzmann, MD
Richard L. Baron, MD

Learning Objectives:

- Discuss the role of the Chairman-lessons from the business world.
- Illustrate paradoxes of the managerial role.
- Consider why you might want to be Chairman.

10:00 AM - 10:30 AM

Break

10:30 AM - 11:30 AM

Radiology Research Funding Opportunities

Location: Mackenzie 1 & 2

A. Report on the R&E Foundation of the RSNA

Speaker: Jerry P. Petasnick, MD

Learning Objectives: This presentation will provide an over- view of the activities of the RSNA Research and Development Foundation. The background of the Foundation, current programs available for funding, and the recent grant history will be discussed.

B. Radiology Academy Report

Speaker: Philip O. Alderson, MD

Learning Objectives:

- Bring audience up to date on status of NIBIB funding and programs.
- Speculate on future NIBIB funding potential.

- Recommend actions for radiologists.

C. Research Funding Support From Industry

Speaker: Philip O. Alderson, MD

11:30 AM – 12:00 PM

Report on the Intersociety Conference, 2003

Location: Mackenzie 1 & 2

Speakers: N. Reed Dunnick, MD
Harry J. Granito, MS

Learning Objectives:

- Understand the need for radiologists to become more clinically productive.
- Learn of different mechanisms to enhance radiologists work productivity.
- Appreciate the affect of physician extenders upon the education of trainees.

6:30 PM – 10:00 PM

SCARD Dinner

Monday, September 15, 2003

7:00 AM – 12:00 PM

Registration

Location: Mackenzie Foyer

7:00 AM - 8:00 AM

Breakfast

Location: Mackenzie Foyer

TWO-DAY PROGRAM:

ROLE OF RADIOLOGY IN INSTITUTIONAL HEALTHCARE QUALITY AND SAFETY

Introductory Comments and Program Overview

Donald P. Harrington, MD

The first step of our interactive discussion is to determine if Radiology can or will take a leadership position in the improvement of quality and safety in healthcare. The second is to develop concrete ways Radiology can improve quality and benchmark results within the framework of the entire healthcare enterprise. The method using facilitated discussion groups will cover five topics. The topics come from the work of the ACR FORUM under the direction of Bruce Hillman; the book, *Crossing the Quality Chasm*; ideas generated by our internal discussions; and finally the message of our keynote speaker. The FORUM definition of quality will be used.

These given ideas are based on a 'top down' approach and we intend to apply a 'bottom up' addition to the concepts. This is intended to be a grassroots effort and not explicitly dependent upon enterprise support, though I am assuming a PACS is in place. In order to have a successful seminar and to add to the definition of quality and safety measures we need to also define the context of our conversation. We are focusing on a consumer perspective that is embedded within the larger healthcare

enterprise. To that end we want to tie our improvements to the overall business strategy of the enterprise. It is the intent of the group to publish the proceedings of the meeting.

PART 1 (Monday)

The program will begin with introductions to the subject by Drs Denham, Hillman, Dunnick, and Harrington. After a brief question and answer period, we will introduce facility-ators and topics for Day 2 breakout sessions; organize the groups; define expectations; and plan the discussion.

PART 2 (Tuesday)

Groups will be assigned one of the five topics. Each group will include an equal distribution of attendees. Discussion will be facilitated by one chairman and one business manager. Following the discussions and a mid morning break the entire group will reconvene to develop a consensus statement.

FORUM Definition of Imaging Quality:

Quality of care is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge. Specifically with regard to diagnostic imaging and image-guided treatment, quality is the extent to which the right procedure is done in the right way, at the right time, and the results are accurately and quickly communicated to the patient and the referring physician. The goals are to maximize the likelihood of desired health outcome and to satisfy the patient.

Discussion Group Topics:

1. How can radiology contribute to your organization's healthcare (quality and safety) performance? Are quality improvement tactics such as 6 sigma and others a means to that end.
2. How can advances in PACS and IT be leveraged to improve healthcare delivery performance in quality as defined by the FORUM?
3. In that we must deliver improved system wide performance, how do we develop interdepartmental and cross department teams to leverage contributions to healthcare quality by radiology?
4. How does radiology standardize our product and our processes given that we apply the FORUM definition of quality?
5. Applying the FORUM definition, how should we measure and publish radiologist's quality and safety performance?

PART 1: ROLE OF RADIOLOGY IN INSTITUTIONAL HEALTHCARE QUALITY AND SAFETY

8:00 AM - 9:00 AM

The 'No Outcome, No Income' Tsunami: How to Survive Pay-for-Performance

Location: Mackenzie 1 & 2

Speaker: Charles R. Denham, MD

Disclosure: C.R.D. is CEO of HCC Corp.

9:00 AM - 10:15 AM

Location: Mackenzie 1 & 2

A. ACR FORUM: The Future Safety and Quality of Radiology

Speaker: Bruce J. Hillman, MD

Learning Objective: The ACR holds an annual long-range planning event—The FORUM—for which it invites multi-disciplinary experts to discuss and issue of importance to radiology over the 5-10 year time horizon. This year's FORUM brought together radiologists, other clinicians, health services researchers, government agents, and payers to discuss how the quality of radiology might both improve and be validated. This presentation will discuss the outcomes and recommendations of the FORUM.

B. Patterns of Care Study/Diagnostic Radiology

Speaker: N. Reed Dunnick, MD

Learning Objectives:

- Appreciate the need to improve radiology quality.
- Learn of ongoing programs to anew quality.
- Consider how quality programs could be incorporated into your practice.

C. Question and Answer Session (APPROX 15 MIN)

10:15 AM - 10:45 AM

Break

10:45 AM – 12:00 PM

Preparing for the Quality and Safety Discussion Introduction

Location: Mackenzie 1 & 2

Speakers: Donald P. Harrington, MD
Mark Domalewski

Moderators and facilitators will introduce the discussion topics, define expectations, and organize the groups. Time is allotted for each group to meet informally to plan the next day's discussion.

Tuesday, September 16, 2003

7:00 AM – 12:00 PM

Registration

Location: Mackenzie Foyer

7:00 AM - 8:00 AM
Breakfast
Location: Waterfront Ballroom C

**PART 2:
ROLE OF RADIOLOGY IN INSTITUTIONAL
HEALTHCARE QUALITY AND SAFETY**

8:00 AM – 10:00 AM

**Quality Issues and Benchmarking Consensus
Development — Breakout Sessions**

Location: Waterfront Ballroom C

Moderators: Donald P. Harrington, MD
Charles R. Denham, MD
Bruce J. Hillman, MD

Group 1 Facilitators – Quality/Safety Performance

Norman J. Beauchamp, Jr, MD, MHS
Margaret L. Birrenkott, MBA

Group 2 Facilitators – Leveraging PACS/IT

Robert K. Zeman, MD
Sigrid Owyang

**Group 3 Facilitators – Interdepartmental/Cross
Departmental Teams**

Steven E. Seltzer, MD
Brian F. Chiango, MBA

Group 4 Facilitators – Standardized Product/Process

Ronald L. Arenson, MD
Greg Strickland

**Group 5 Facilitators – Measuring/Publishing
Performance**

Bruce J. Hillman, MD
Martin Bledsoe

10:00 AM - 10:30 AM (tentative, may change)
Break

10:30 AM – 12:00 PM

Consensus Development about Quality Issues

Location: Mackenzie 1 & 2

A. Presentation of Topic Summaries

B. Development of Consensus Statement

12:00 PM – 1:30 PM

SCARD Luncheon/Business Meeting

Location: Waterfront Ballroom A

Wednesday, September 17, 2003

7:00 AM – 12:00 PM

Registration

Location: Mackenzie Foyer

7:00 AM - 8:00 AM
Breakfast
Location: Mackenzie Foyer

8:00 AM - 10:00 AM

Location: Mackenzie 1 & 2

A. Entrepreneurial Strategies For Tough Times

Speaker: N. Reed Dunnick, MD

Learning Objectives:

- Analyze the financial status of your department.
- Determine what programs may be adversely affected by poor financial performance.
- Consider what programs you might add.

B. Getting Paid For What You Do

Speaker: William T. Thorwarth, Jr, MD
Chair, ACR Commission on Economics

Learning Objectives: As reimbursement levels per procedure continue to come under pressure, it is critical that radiologists and radiology departments do all that is possible to ensure they are paid properly for all services they provide. This presentation will review key elements including:

- Procedure scheduling
- Radiologist dictation
- CPT coding
- ICD-9 CM coding
- Identification of true procedure direct practice expenses

These elements must be understood, and properly utilized, to ensure radiologists get paid for what they do.

C. Monitoring Economic Performance

Speakers: E. Stephen Amis, Jr., MD
Harvey L. Neiman, MD

E. Stephen Amis, Jr., MD - Learning Objectives:

- Learn the value of monitoring all aspects of departmental fiscal performance.
- Gain an understanding of the parameters to be monitored.
- Illustrate ways in which fiscal data can be displayed to make it useful and understandable.

Harvey L. Neiman, MD – Learning Objectives:

- Understand clinical cost accounting systems.
- Understand importance of radiologist participating in cost analysis.
- Understand how to perform analysis and basics of accounting.

10:00 AM - 10:30 AM

Break

10:30 AM – 12:00 PM

AAARRO Presentation

Location: Mackenzie 1 & 2

A. Evaluating the Professional Billing Process

Speaker: Donald R. Stone

Learning Objectives: What a Chairman should know about their clinical revenue and billing:

- Management statistics
- Definition of terms
- Billing cost
- Internal and national benchmarks

B. Department Ownership of Imaging Center

Speaker: Mark Domalewski

Learning Objectives: Academic radiology departments are finding it increasingly difficult to fund their various missions with professional funds alone. Consequently, many departments view the technical revenues associated with outpatient radiology exams, historically the domain of hospitals, as a possible new revenue source. Typically,

these exams are performed in an outpatient setting geographically distinct from the hospital. This presentation will:

- Evaluate the various means by which Departments can access these revenues.
- Provide a checklist of variables that Departments should consider and quantify prior to entering this business.
- Discuss the spectrum of financial returns that can be expected from an outpatient venture.

C. Faculty Salary Survey

Speaker: Sherry C. Elliott

Learning Objectives:

- Recognize the variance between academic and private practice radiology compensation.
- Identify and consider various salary benchmarks by subspecialty for future planning/recruitment.
- Analyze compensation patterns.
- Consider the possibility of a per wRVU rate of compensation.

SCARD FALL MEETING FACULTY

PROGRAM CHAIR

Donald P. Harrington, MD
SUNY HSC, Stony Brook, NY

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*Columbia Presbyterian Medical Center
New York, NY*

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Montefiore Medical Center, Bronx, NY

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Stephen R. Baker, MD
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FUTURE MEETING DATES

2004 September 18 – 22 Bethesda, MD

FOR MORE INFORMATION

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