SCARD
Society of Chairmen of Academic Radiology Departments

NEW AND PROSPECTIVE CHAIR ORIENTATION

October 6 - 7, 2005
1:00 pm – 5:00 pm
Silverado East Room

Silverado Resort
Napa, California
SCARD

NEW AND PROSPECTIVE CHAIR ORIENTATION

Hotel Map

Final Program

Faculty List

Attendee List

Notes
Accreditation and Designation Statement
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 7.5 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.

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 six to eight weeks after the meeting.

Content Codes
To better help the participants of this CME activity organize their CME records, two-letter content codes have been indicated throughout the program. The content code for all sessions has been designated as HP (Health Policy/Management/Informatics).

Target Audience
This two-day course is designed for newly appointed chairs (less than two years), for senior faculty who aspire to become chair of an academic radiology department, and for junior faculty curious to know more about what a chair’s responsibilities encompass.

Learning Objectives
The overall learning objectives for this program are: understand the strategic imperatives affecting the position of radiology chair; become familiar with methodologies and principles affecting the capturing, retention, and expansion of clinical income; learn about the impress of new regulations on the chair’s freedom of action and attention to departmental protection; and gain insight into the stratagems for program and faculty development.

Disclosure Statements
RSNA, as an accredited provider of continuing medical education, must obtain signed disclosure statements from faculty at the SCARD Fall Meeting and New and Prospective Chair Orientation programs. Disclosures for presenters, who have or have had an affiliation or financial relationship with companies or organizations about whose products or services they are reporting (within the previous 12 months or at the time the research was conducted), are included at the end of the session description. A star indicates the presenters had nothing to disclose. A triangle indicates disclosure information was unavailable at press time.

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 and FDA off-label disclosure information submitted after the printing of the SCARD Fall Meeting program will be available onsite. A list of those authors failing to submit signed disclosure statements prior to the meeting will also be available onsite.

* = Author stated no financial disclosure
▲ = Disclosure information unavailable at press time
Thursday, October 6

7:00 AM – 5:00 PM  Registration
Location: Silverado East Foyer

1:00 PM – 2:00 PM  Leadership
AMA PRA Category 1 Credit: 1.0, Content Code: HP

Stephen R. Baker, MD*

Learning Objectives: Acquaint the prospective or new chair with strategic goals common to all leaders of academic radiology departments. Describe the dynamics of the devolution of responsibility among chairs of radiology, medical directors, and deans.

2:00 PM – 2:45 PM  Contracting
AMA PRA Category 1 Credit: 0.75, Content Code: HP

Ronald L. Arenson, MD*

Learning Objectives: Learn about billing organizations and medical group structures. Study relationships with medical centers, including joint ventures. Consider patient mix implications for billing and contracting.

2:45 PM – 3:00 PM  Break (in meeting room)

3:00 PM – 3:45 PM  Compensation Plan
AMA PRA Category 1 Credit: 0.75, Content Code: HP

Ronald L. Arenson, MD*

Learning Objectives: Determine what constitutes a good compensation plan. Learn what types of incentives are important and meaningful. Balance recruitment needs and retention needs, determine fairness. Determine if on-call work should receive additional remuneration.

3:45 PM – 5:00 PM  Challenges to a Leader: Eight Case Studies
AMA PRA Category 1 Credit: 1.25, Content Code: HP

Stephen R. Baker, MD*

Learning Objectives: To offer a mechanism for interactive discussions on a case-based format of issues pertinent to leadership by a radiology chairman. To raise issues through such discussions about human resources and equipment resources pertinent to a chairman. To reinforce through didactic exchange salient features important for leaders to acknowledge, if not accept, with respect to motivating and managing faculty.
Statesmanship in Radiology
AMA PRA Category 1 Credit: 1.0, Content Code: HP

A. Van Moore Jr, MD*

Learning Objectives: Describe the leadership role of radiology in the House of Medicine. Identify ways to prove and improve the value that radiologists add to patient care. Discuss the mentoring of residents to become well-trained physicians and future leaders.

Abstract: A friend made an observation to me once, “In a boarding house, when the amount of food on the table becomes scarce, table manners are often disregarded.”

As a specialty within the House of Medicine we are facing increasingly difficult times. With the spiraling cost of medicine, especially “high tech” medicine, the burden to the country, our patients, is becoming oppressive. As the leaders in “high tech”, we are in part helping to drive that spiral and our specialty has benefited enormously. Many in the House of Medicine are filling what was a more of a traditional role in medicine when I entered medical school. The vast majority of physicians are in primary care. These physicians have also suffered the most when it comes to slashes in reimbursement. The shrinking reimbursement pie is presenting challenges to all, some more than others, and because of our success the collegiality that we have enjoyed in the past is being strained.

Assuming leadership in radiology in my view is more than just keeping the home fires burning. Certainly that is important. It also means that you assume the position of flying at the front of the “V” as the lead goose, setting the direction for all as we interface with the world around us.

As leaders in radiology we need to solidly organize under one roof as a specialty united. Division will lead to fragmentation and disorder. There must be a clear beacon on the horizon in order for our specialty to succeed. Times are critical.

As leaders we need to develop new leaders and develop them early. In the academic community we certainly need to train good radiologists. But we also need to begin their training as leaders as well. Residents need to be educated in the challenges ahead and early on be challenged to get involved in helping to preserve our specialty.

As leaders we need to be working hard to develop metrics to show the value that we add to patient care. We also need to work hard in improving the value that we do add to patient care. Our residents need to have these principles engrained in their training. One area to address is in QA. When residents go to a practice, the first questions they need to ask is what sort of QA program do you have in place? They need to understand that if they are not showing that they are adding
value and are not constantly looking for ways to prove they are adding value, they are going to be relegated to purveyors of piecework.

And the last point that I make in this summary, though by no means is it the last point that needs to be addressed, is that as leaders we need to put a face on radiology that commands the respect of our medical colleagues. We need to be tough in our principles in the defense of our specialty and respectful of the points of view of our colleagues. We need to address the constructive criticism of our specialty since these comments are pointing out and highlighting our weaknesses. We live in a changing world where change is the only constant. The medical practice environment is at times changing so fast that we are having a difficult time keeping up with the solutions. It is imperative that we address the need to change and change in constructive ways that best ensure the survival of our specialty. A point to remember, survival is not mandatory.

2:00 PM – 2:45 PM  **Faculty Discipline**  
AMA PRA Category 1 Credit: 0.75, Content Code: HP

Stephen R. Baker, MD*

**Learning Objectives:** Describe the limitations of the chair’s range of action with respect to non-renewal and firing of employees. Present the various state and federal regulations with respect to employee rights. Offer a tactical guide for the removal of inept or recalcitrant faculty.

2:45 PM – 3:00 PM  **Break** (in meeting room)

3:00 PM – 3:30 PM  **How Do We Motivate Junior Faculty?**  
AMA PRA Category 1 Credit: 0.5, Content Code: HP

Steven E. Seltzer, MD*

**Learning Objectives:** By attending this session, registrants will learn: Basic principles of motivation for professionals. Options for developing specific motivational programs for junior faculty. Ways to evaluate the effectiveness of such programs.

* = Author stated no financial disclosure  
▲ = Disclosure information unavailable at press time
3:30 PM – 4:10 PM  How Do We Motivate Senior Faculty?
AMA PRA Category 1 Credit: 0.75, Content Code: HP

James H. Thrall, MD★

Learning Objectives: Review a summary of special issues facing senior faculty. Learn the do’s and don’ts of managing senior faculty. Learn about factors that inhibit effective management. Compare different management philosophies.

4:10 PM – 5:00 PM  Questions and Answers
AMA PRA Category 1 Credit: 0.75, Content Code: HP

Ronald L. Arenson, MD★
Stephen R. Baker, MD★
A. Van Moore Jr, MD★
Steven E. Seltzer, MD★
James H. Thrall, MD★

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SCARD 2005 – New and Prospective Chair Orientation
Pre-registration Attendee List

Ronald L. Arenson, MD
Dept of Radiology (M-391)
University of California San Francisco
505 Parnassus Ave
San Francisco CA 94143-0628
Phone: 415-476-1537
Fax: 415-476-0616
Email: ron.arendon@radiology.ucsf.edu

William Craig, MD
Bethesda Naval Hospital
8604 Irvington Ave
Bethesda MD 20817
Phone: 301-295-5050
Fax: 301-295-5779
Email: wmeilcraig@comcast.net

Stephen Robert Baker, MD
Dept of Radiology (C-320)
UMDNJ-New Jersey Medical School
150 Bergen St
Newark NJ 07103
Phone: 973-972-5188
Fax: 973-972-7429
Email: bakersr@umdnj.edu

Kevin Webster Dickey, MD
Dept of Radiology
St Vincent's Medical Center
2800 Main St
Bridgeport CT 06606
Phone: 203-581-5061
Fax: 203-576-6559
Email: kdickey@svhs-ct.org

Mareen Barry, MD
UMDNJ-Newark
404 Ardmore Road
Ho Ho Kus, New Jersey 07423
Phone: 201-857-4201
Fax: 201-857-4201
Email: maureeniannace@yahoo.com

Charles Grimes, MD
Maine Medical Center
2 Park Circle
Cape Elizabeth ME 04107
Phone: 207-662-4278
Fax: 207-662-6259
Email: charles.grimes@spectrum.gov

Jean Chung, MD
UMDNJ-Newark
1 Tanger Dr
Livingston NJ 07039
Phone: 973-597-0988
Fax: 973-597-0988
Email: chungjea@gmail.com

Thomas Grist, MD
Dept of Radiology (E3/366)
Univ of Wisconsin Hospitals & Clinics
600 Highland Ave
Madison WI 53792-3252
Phone: 608-263-8231
Fax: 608-265-0876
Email: tm.grist@hosp.wisc.edu

Mary J. Connell, MD
Dept of Radiology
Maricopa Medical Ccntcr
2601 E Roosevelt
Phoenix AZ 85008
Phone: 602-344-1516
Fax: 602-344-1004
Email: mconnell@pol.net

Charles Jungreis, MD
Temple University
3401 N Broad St
Philadelphia PA 19140
Phone: 215-707-4263
Fax: 215-707-1460
Email: charles.jungreis@tuhs.temple.edu
A. Van Moore, Jr., MD
Charlotte Radiology, PA
1701 East Blvd
Charlotte NC 28203
Phone: 704-334-7800
Fax: 704-334-7818
Email: van.moore@charlotteradiology.com

James Hunter Thrall, MD
Dept of Radiology (MZ-FND216)
Massachusetts General Hospital
14 Fruit St, PO Box 9657
Boston MA 02114
Phone: 617-726-5244
Fax: 617-726-3077
Email: thrall.james@mgh.harvard.edu

Suresh Raina, MD
UMDNJ – New Jersey Medical School
150 Bergen Street (UHC3188)
Newark, NJ 07103
Phone: 973-972-5188
Fax: 973-972-7429
Email: raina@umdnj.edu

Barbara Weissman, MD
Dept of Radiology
Brigham & Women's Hospital
75 Francis St
Boston MA 02115
Phone: 617-730-6295
Fax: 617-732-2569
Email: nandrade@partners.org

Sanjay Saini, MD
Dept of Radiology
Emory University Hospital
1364 Clifton Rd NE
Atlanta GA 30322
Phone: 404-712-4996
Fax: 404-712-7839
Email: ssaini@emory.edu

Robert Zimmerman, MD
Dept of Radiology
New York Presbyterian Hospital
525 East 68th St
New York NY 10021
Phone: 212-746-2574
Fax: 212-746-8498
Email: rdzimmer@med.cornell.edu

Steven Erwin Seltzer, MD
Dept of Radiology
Brigham & Women's Hospital
75 Francis St
Boston MA 02115-6092
Phone: 617-278-6273
Fax: 617-732-6940
Email: sseltzer@partners.org

James Brennan Spies, MD
Dept of Radiology (CG 201)
Georgetown University Hospital
3800 Reservation Rd, NWGC201
Washington DC 20007
Phone: 202-444-3450
Fax: 202-444-4889
Email: spiesj@gunet.georgetown.edu