SCARD
Society of Chairmen of Academic Radiology
Departments
Fall Meeting

October 12 – 14, 2006
Stoweflake Conference Center and Resort
Stowe, Vermont

General Session Room: Pinnacle B/C

SCARD Mission/Board of Directors Listing

Past Presidents Listing

Hotel Map

Final Program

Notes

Special thanks to FUJIFILM Medical Systems, USA for an educational grant in support of the SCARD 2006 Fall Meeting
SCARD
Society of Chairmen of Academic Radiology Departments

The objectives of the Society of Chairmen of Academic Radiology Departments are:

1. To advance the art and science of radiology by promoting medical education, research, and patient care;

2. To develop methods of undergraduate and graduate teaching in radiology; and

3. To provide a forum for discussion of problems and mutual interests among radiology department chairs.

2006-2007 Board of Directors

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SCARD
Society of Chairmen of Academic Radiology Departments

Past Presidents

1967-68 William B. Seaman, MD*
1968-69 Alexander Margulis, MD
1969-70 Sidney W. Nelson, MD
1970-71 Herbert L. Abrams, MD
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1973-74 Harold G. Jacobson, MD*
1974-75 Luther W. Brady, MD
1975-76 Walter W. Whitehouse, MD*
1976-77 Douglas W. MacEwan, MD
1977-78 M. Paul Capp, MD
1978-79 Richard M. Friedenberg, MD
1979-80 Ronald G. Evens, MD
1980-81 David G. Bragg, MD
1981-82 A. Everette James, Jr., MD
1982-83 Richard E. Buenger, MD
1983-84 Charles E. Putman, MD*
1984-85 Lee F. Rogers, MD
1985-86 Melvyn H. Schreiber, MD
1986-87 Stanley Baum, MD
1987-88 Joseph E. Whitley, MD*
1988-89 C. Douglas Maynard, MD
1989-90 Ernest J. Ferris, MD
1990-91 Robert J. Stanley, MD
1991-92 Joseph F. Sackett, MD
1992-93 William J. Casarella, MD
1993-94 Albert A. Moss, MD
1994-95 Philip O. Alderson, MD
1995-96 David C. Levin, MD
1996-97 Michael Manco-Johnson, MD
1997-98 William M. Thompson, MD
1998-99 N. Reed Dunnick, MD
1999-00 Joseph K. T. Lee, MD
2000-01 Carl E. Ravin, MD
2001-02 Ronald L. Arenson, MD
2002-04 Theron W. Ovitt, MD
2004-06 Donald P. Harrington, MD

*Deceased
FUTURE MEETING DATES

October 4-6, 2007
Fairmont Banff Springs
Banff, Alberta, Canada

FOR MORE INFORMATION

Society of Chairmen of
Academic Radiology Departments
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www.scardweb.org
scard@rsna.org
Society of Chairmen of Academic Radiology Departments

FALL MEETING
Stoweflake Mountain Resort and Spa, Stowe, Vermont
October 12 – 14, 2006

In joint sponsorship with the Radiological Society of North America

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 13.75 AMA PRA Category 1 Credits™. Physicians should only claim credit commensurate with the extent of their participation in the activity.

Evaluation
In compliance with the ACCME requirements, you must record your attendance and evaluate the sessions you attend in order to receive AMA PRA Category 1 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, address, and degree(s) 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 AMA PRA Category 1 Credit activity organize their CME records, two-letter content codes will be indicated in the evaluation booklet.

Target Audience
Radiologists holding appointments in academic medical centers and engaged in research and teaching as well as clinical practice.
Learning Objectives
At the completion of this meeting participants should be able to:

- Gain insight into strategies to improve income through the development of imaging centers.
- Become aware of the issues confronting other chairs and how their solutions may be applied to your department.
- Share in discussion with other chairs to obtain insight into managerial problems and solutions.
- Learn about education innovations that may be instituted in your training program.

Disclosure Statements
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 (i.e., Board members, committee members, program planners, presenters) for the SCARD Fall Meeting and New and Prospective Chair Orientation programs. It further requires that the RSNA provide disclosure information to all attendees prior to the educational activity. Faculty who have or have had within the previous 12 months (or at the time the research was conducted) an affiliation or financial relationship with any commercial interest are noted with a star (*) after their name in the program book. Financial disclosure statements for these individuals are reported after each individual's name in the disclosure index. All other faculty have indicated they have nothing to disclose.

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.
Program Schedule

Thursday, October 12

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<td>8:00 AM – 9:00 AM</td>
<td>Alternate Residency Programs</td>
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AMA PRA Category 1 Credit: 1.0

University of Texas at San Antonio Residency Program
Gerald D. Dodd III, MD*

The University of Texas at San Antonio has a fully integrated 6-year radiology resident/PhD program that leads to board eligibility under the B. Leonard Holman track and a PhD in Human Imaging. The program is designed to graduate highly competitive academic radiologists. Graduating medical students enter the program directly and spend a total of three years in research and three years in clinical training. The first year is exclusively clinical and tailored to give the student a broad exposure to all of the subspecialties of radiology. The second year is spent in the classroom learning the physics of imaging, biostatistics, research design, grantmanship, and medical ethics. The subsequent four years consist of alternating clinical and research rotations. In January of the senior year students present and defend their dissertation, and sit for their oral board examination in the spring. It is expected that all graduating students will undertake a subsequent one to two year clinical/research fellowship. The program has been fully vetted through the RSNA RRKE program, is approved by the Texas State Board of Higher Education, and is supported by a NIBIB training grant.

The New Mexico Radiology Residency Program
Michael R. Williamson, MD

Learning Objectives:
1. Describe differences between five year integrated residency and a traditional program of internship plus four years of radiology residency.
2. Describe advantages and disadvantages of integrated five year residency program.
3. Understand the financial costs associated with the five year integrated residency program.

Brigham & Women’s Hospital
Steven E. Seltzer, MD*

* = Author disclosure appears in disclosure index.
Thursday, October 12 (continued)  Location: Pinnacle B/C

9:00 AM – 10:00 AM  How Does the Former Chair Work with the Current Chair?  
AMA PRA Category 1 Credit: 1.0

John F. Cardella, MD
Joseph T. Ferrucci, MD*
Joseph T. Lee, MD
David C. Levin, MD
Alexander Norbash, MD*
John P. Tampas, MD
Robert K. Zeman, MD

Learning Objectives:
Changes in departmental senior leadership can dramatically affect the possibilities for success where balances between change mandates and departmental stability are sought. In seeking a respectful and effective transition, we will share our transition philosophies from both the perspective of the current and incoming chair, and the perspective of the transitioning emeritus chair. We believe that essential ingredients for a successful transition are the public demonstration and reinforcement of mutual respect, the maintenance of clinical credibility and social integration within the department for both of the change participants through high activity and presence levels, and the verbalized ongoing commitment to reinforce the continuity between the history and the future of the department.

10:00 AM – 10:30 AM  Break

10:30 AM – 11:15 AM  Academic Private Practice Alliance (An Interactive Session)  
AMA PRA Category 1 Credit: 0.75

Thomas B. Fletcher, MD, FACR

Learning Objectives:
1. Establish the utility for a national alliance of radiology organizations.
2. Explore potential structure of such an alliance.
3. Develop an advertising model to promote private practice support for academic research.

* = Author disclosure appears in disclosure index.
Thursday, October 12 (continued)  Location: Pinnacle B/C

11:15 AM – 12:00 PM  Chairs: Successes and Challenges  AMA PRA Category 1 Credit: 0.75

Wilbur L. Smith Jr, MD
Steven K. Teplick, MD

Learning Objectives: The participant will develop an understanding of:
1. Maintaining a balance between scholarly activities and clinical services.
2. Stimulating support for scholarly activities.
3. Turf invasions.

6:00 PM – 7:00 PM  Welcome Reception  Location: Atrium

Friday, October 13  Location: Pinnacle B/C

7:00 AM – 8:00 AM  Breakfast  Location: Pinnacle A

7:00 AM – 5:00 PM  Registration  Location: Collins

8:00 AM – 10:00 AM  Balanced Score Card  (An Interactive Session)  AMA PRA Category 1 Credit: 2.00

8:00 am – 9:30 am
Ann Nevius*

9:30 am – 10:00 am
Brenda M. Rael

Learning Objectives:
1. Participants will develop understanding of how a Balanced Score Card could be implemented in a clinical environment.
2. Participants will develop understanding of how data metrics relate to a Balanced Score Card.
3. Participants will develop understanding of how to identify and implement performance improvement initiatives that relate to a Balanced Score Card.

10:00 AM – 10:15 AM  Break

* = Author disclosure appears in disclosure index.
10:15 AM – 12:00 PM  AAARAD Session

10:15-10:45
Improving Employee, Patient, and Physician Satisfaction at The University of Chicago Hospitals
AMA PRA Category 1 Credit: 0.5

Edward T. Smith, MHSA, FACHE

Learning Objectives:
The University of Chicago Hospitals and Biologic Science Division have implemented a comprehensive initiative that is called “Achieving Breakthroughs” (AB) in hospital and clinic services. The goal of this initiative is to draw upon best practices to expand actions that have proven to improve employee satisfaction, patient satisfaction, and physician satisfaction and make these practices a required part of operations.

The presentation will provide a summary the key concepts of this initiative, a status report on the major indicators in Radiology, and requirements for success to enhance service and to sustain the culture changes needed for success in a large academic radiology department. This success is essential to ensure a department’s ability to support and enhance its teaching and research missions as well as its clinical programs and services.

The presentation will focus upon how AB practices, making improvements in operations, and making investments in infrastructure can effect key AB indicators and lead to increased effectiveness, morale, customer service and quality.

10:45-11:15
The Radiology Imperative
AMA PRA Category 1 Credit: 0.5

Denise S. Palumbo, RN, MSN*

Learning Objectives: This lecture will focus on describing the driving forces that have brought patient safety to the forefront of health care. This national commitment is then translated to the safety imperative in a radiology department. The development of a strategic effort is based on a change in culture through skill development and overall leadership commitment.

Participants will explore and understand the following concepts:
1. Understand the driving forces nationally impacting the Safety and Quality Imperative in healthcare.
2. Recognize the importance of creating a problem solving culture in an organization.

* = Author disclosure appears in disclosure index.
3. Identify the benefits of root cause analysis and HFMEA in the patient safety problem solving process.
4. Develop a strategic plan with quality and safety dashboard for measuring success.

11:15-12:00

**Chair/Administrator Teams**
AMA PRA Category 1 Credit: 0.75

**Team 1:**
Roger Holberton  
James V. Rawson, MD

**Team 2:**
Michael Cortegiano  
Donald P. Harrington, MD

*Learning Objectives:* The purpose of this presentation is to offer to the group several styles of team relationships for the Chair/Administrator of a Radiology Department. This presentation will review:
1. The qualities necessary for a strong Chair/Administrator team.
2. The issues confronting our departments and how our solutions may be applied to your department.
3. Our operations concerning managerial problems and solutions.

6:30 PM – 10:00 PM  
**Off-site Dinner**  
**Location:** Topnotch

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**Saturday, October 14**

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</table>
| 8:00 AM – 10:15 AM | **Chairs: Successes and Challenges**  
**AMA PRA Category 1 Credit:** 2.25  
John F. Cardella, MD  
Philip Costello, MD*  
Susan D. John, MD  
Michael V. Knopp, MD, PhD  
Charles Lanzieri, MD  
Terence A. Matalon, MD  
Eric J. Russell, MD*  

* – Author disclosure appears in disclosure index.
P. Costello - Learning Objectives:
1. Describe challenges, common to many departments, facing the incoming chair of a mid-sized, university-based radiology department in 2004.
2. Discuss strategic initiatives implemented to enhance both clinical and educational programs detailing results and lessons learned.
3. Demonstrate how effective leadership and management of an imaging department can provide institutional benefits that outweigh initial and ongoing investment costs.
4. Describe 2 year results of a fledgling research program based in imaging.

M. Knopp – Learning Objectives:
1. Integrating the missions within a medical center.
2. Leveraging the missions to pursue non-clinical funding.
3. Re-engineering our tools of the trade.

E. Russell – Learning Objectives:
Interventional Radiologists have successfully responded to challenges by innovation, and interventional oncology. This presentation will illustrate how building and supporting such a program can positively impact the performance and reputation of a Radiology Department.

10:15 AM – 10:30 AM
Break

10:30 AM - 10:45 AM
Survey Results: Self-Subsidiation of Educational Expenses by Senior Radiology Residents
AMA PRA Category 1 Credit: 0.25

Gauri S. Tilak, MD, PhD

Rationale and Objective: The purpose of this study is to document the degree of self-subsidization of educational expenses by senior radiology residents.

Materials and Methods: Questionnaires were distributed to all radiology residents (n=176) attending the week-long New Jersey Medical School board review course held twice in March and May, 2006. Respondents (n=175) documented the number and source of financial support for review courses they would attend, including the AFIP course in radiologic pathology. They also listed the amount of additional financial allowances paid to them by their programs and cited the funding source for the radiology board examinations.

Results: Average AFIP expenditure, including tuition, room, board, and travel, equaled $3,441±52, of which 44% was paid by the residents themselves. Residents attended on average 2 review courses costing $4,116±149, with residents bearing 77% of the costs. The average additional allowance paid to residents by their
program was $1,938±156. Total board expenditures of $3,120, including fees and travel, were borne entirely by the residents. Total out of pocket expenses for these activities was $7,515±183, which amounted to 15% of senior residents’ average annual salary. Conclusion: The desire by both programs and trainees for success on the radiology board examination has stimulated the growth of preparatory review courses. The enduring popularity of the AFIP course has made this activity, too, a seemingly essential rotation for most radiology residency programs. Each of these off-site opportunities incurs significant financial obligations to residents, and when added to the cost of the board exams, equals 15% of their average annual salary. Thus radiology residents are subsidizing their education to a considerable degree relative to their salaries.

10:45 AM - 11:15 AM  
**AFIP Update (An Interactive Session)**  
AMA PRA Category 1 Credit: 0.5

Stephen R. Baker, MD

11:15 AM – 11:45 AM  
**Academy of Radiology Research Update**  
AMA PRA Category 1 Credit: 0.5

N. Reed Dunnick, MD  
Renee L. Cruea

*Learning Objectives:*  
1. Appreciate the value that research adds to our field.  
2. Understand how the Academy works to enhance research funding.  
3. Learn how individual chairs can contribute to this effort.

11:45 AM – 2:00 PM  
**SCARD Business Meeting and Luncheon (Chairs Only)**  
Location: Stowe

2:00 PM – 5:00 PM  
**Forming and Running a Freestanding Imaging Center**  
AMA PRA Category 1 Credit: 3.0

Stephen R. Baker, MD  
William G. Bradley Jr, MD, PhD*  
Martin P. Sandler, MD  
James H. Thrall, MD*  
David L. Waldman, MD

Program Adjourns
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<tr>
<td><strong>Program Co-Chair</strong></td>
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<tr>
<td>Stephen R. Baker, MD</td>
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<td><em>UMDNJ-New Jersey Medical School</em></td>
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<td><em>Newark, NJ</em></td>
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<td>Ronald L. Arenson, MD</td>
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<td><em>University of California San Francisco</em></td>
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<td><em>San Francisco, CA</em></td>
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<td>John F. Cardella, MD</td>
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<td><em>University of Colorado HSC</em></td>
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<td><em>Denver, CO</em></td>
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<td>Michael Cortegiano</td>
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<td><em>University Hospital</em></td>
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<td><em>Stony Brook, NY</em></td>
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<td>Philip Costello, MD</td>
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<tr>
<td><em>Medical University of South Carolina</em></td>
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<td><em>Charleston, SC</em></td>
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<td>Renee L. Cruea</td>
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<td><em>Academy of Radiology Research</em></td>
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<tr>
<td><em>Washington, DC</em></td>
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<td>Gerald D. Dodd III, MD</td>
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<td><em>University of Texas HSC</em></td>
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<td><em>San Antonio, TX</em></td>
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<td>N. R. Dunnick, MD</td>
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<td><em>University of Michigan Health System</em></td>
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<td><em>Ann Arbor, MI</em></td>
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<td>Joseph T. Ferrucci, MD</td>
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<td><em>Boston University Medical Center</em></td>
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<td><em>Boston, MA</em></td>
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<td>Thomas B. Fletcher, MD, FACR</td>
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<td><em>Austin, TX</em></td>
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<td>Donald P. Harrington, MD</td>
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<td><em>SUNY HSC</em></td>
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<td><em>Stony Brook, NY</em></td>
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<tr>
<td>Roger Holberton</td>
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<td><em>Medical College of Georgia</em></td>
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Disclosure Index

William G. Bradley Jr, MD, PhD
Research support, General Electric Company

Philip Costello, MD
Speakers Bureau, General Electric Company Speakers Bureau, Bracco Group

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Stock options, RITA Medical Systems, Inc, Mountain View, CA

Joseph T. Ferrucci, MD
Stockholder, Quantitative Imaging

Ann Nevius
Employee, Paladium ES

Alexander Norbash, MD
Scientific Advisor, Boston Scientific Corporation Stockholder, Boston Scientific Corporation Speakers Bureau, Boston Scientific Corporation

Denise S. Pakombo, RN, MSN
Speaker, Schering AG (Berlex Inc)

Eric J. Russel, MD
Medical Advisory Board, Siemens AG

Steven E. Seltzer, MD
Radiology Advisory Board, General Electric Company President, Brigham Radiology Research and Education Foundation, an equity holder in Medicalis Corporation

James H. Thrall, MD
Academic Advisory Board, General Electric Company Board of Directors, E-Z-EM, Inc, Lake Success, NY Board of Directors, Mobile Aspects, Inc, Pittsburgh, PA

Future Date
2007 October 4-6 Fairmont Banff Springs, Banff, Alberta, Canada