

# 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**

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**SCARD Mission/Board of Directors Listing**

**Past Presidents Listing**

**Hotel Map**

**Final Program**

**Notes**

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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**

President	Stephen R. Baker, MD
President-elect	Dieter R. Enzmann, MD
Secretary-Treasurer	Steven E. Seltzer, MD
Immediate Past President	Donald P. Harrington, MD
Councilors	Norman J. Beauchamp, Jr., MD, MHS Valerie P. Jackson, MD James H. Thrall, MD

# **SCARD**

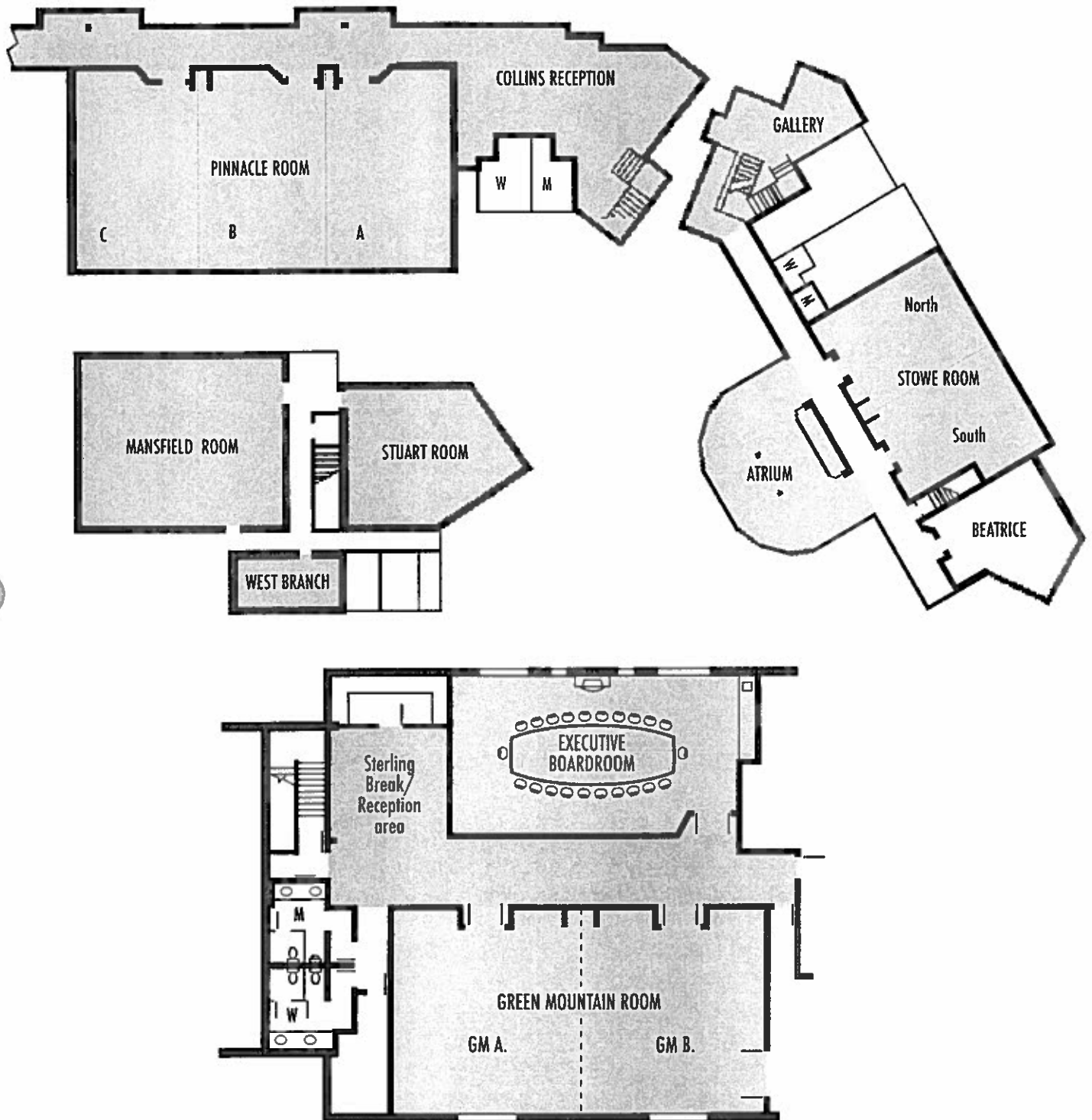
## **Society of Chairmen of Academic Radiology Departments**

### **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
1971-72	James E. Youker, MD
1972-73	Eugene C. Klatte, MD
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. Friedenber, 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

# Stoweflake Resort & Conference Center Meeting Space Layout



## **FUTURE MEETING DATES**

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

## **FOR MORE INFORMATION**

Society of Chairmen of  
Academic Radiology Departments  
820 Jorie Blvd, Oak Brook, IL 60523  
Phone: 630-386-3731 • Fax: 630-571-7837  
[www.scardweb.org](http://www.scardweb.org)  
[scard@rsna.org](mailto: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 (ie, 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**

**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 – 9:00 AM

**Alternate Residency Programs**

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, grantsmanship, 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 RRRE 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★



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.

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**

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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**

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 of 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.

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**

**Saturday, October 14**

**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 – 10:15 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★

*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-Subsidation of Educational Expenses by Senior Radiology Residents**

AMA PRA Category I 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**

## Faculty List

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### Program Co-Chair

Stephen R. Baker, MD  
*UMDNJ-New Jersey Medical School  
Newark, NJ*

### Program Co-Chair

Dieter R. Enzmann, MD  
*David Geffen School of Medicine at UCLA  
Los Angeles, CA*

---

Ronald L. Arenson, MD  
*University of California San Francisco  
San Francisco, CA*

Susan D. John, MD  
*University of Texas Houston Medical School  
Houston, TX*

William G. Bradley Jr, MD, PhD  
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*Ohio State University  
Columbus, OH*

John F. Cardella, MD  
*University of Colorado HSC  
Denver, CO*

Charles F. Lanzieri, MD, FACR  
*University Hospitals of Cleveland  
Cleveland, OH*

Michael Cortegiano  
*University Hospital  
Stony Brook, NY*

Joseph K. Lee, MD  
*University of North Carolina School of Medicine  
Chapel Hill, NC*

Philip Costello, MD  
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Charleston, SC*

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Renee L. Cruea  
*Academy of Radiology Research  
Washington, DC*

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*Albert Einstein Medical Center  
Philadelphia, PA*

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Ann Nevius  
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*Vanderbilt University Medical Center  
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*Wayne State University/Detroit Medical Center  
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Michael R. Williamson, MD  
*University of New Mexico  
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Robert K. Zeman, MD  
*George Washington University Medical Center  
Washington, DC*

## **Disclosure Index**

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

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

Gerald D. Dodd III, MD  
*Stock options, RITA Medical Systems,  
Inc, Mountain View, CA*

Joseph T. Ferrucci, MD  
*Stockholder, Quantitative Imaging*

Ann Nevius  
*Employee, Paladium ES*

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

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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**

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2007

October 4-6

Fairmont Banff Springs, Banff, Alberta, Canada









