SCARD
Society of Chairs of Academic Radiology Departments

LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM

October 15 - 16, 2009
12:00 pm – 5:00 pm
Plaza Ballroom

The Fairmont Orchid, Hawaii
Kohala Coast, Big Island, Hawaii
SCARD

LEADERSHIP AND MANAGEMENT IN RADIOLGY PROGRAM

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 Chairs 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 8.00 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 the entire evaluation booklet to the SCARD registration desk. A record of the CME credit earned at this meeting will be mailed to you shortly after the program.

Content Codes
To better help the participants of this CME activity organize their CME records, a two-letter content code will be indicated in the evaluation booklet.

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, for junior faculty curious to know more about what a chair’s responsibilities encompass, and for chief residents who aspire to leadership in their career.

* = Author disclosure appears in disclosure index
Learning Objectives
At the completion of this meeting participants should be able to:

- Understand the strategic imperatives affecting radiology chairs.
- Be aware of research initiatives and tactics at the local and national level.
- Become familiar with methodologies and principles affecting the capturing, retention, and expansion of clinical income.
- Learn about the impact of new regulations on the chair’s freedom of action and attention to departmental protection.
- Gain insight into the stratagems for program and faculty development.

Disclosure Statements
The Accreditation Council for Continuing Medical Education (ACCME) requires that the RSNA, as an accredited provider of continuing medical education, obtain signed disclosure statements from meeting faculty, including committee members, program planners, and presenters. The intent of this policy is not to prevent an individual with a financial relationship from participating; however, in accordance with ACCME standards, the RSNA has developed policies and procedures to manage identified conflicts of interest. The ACCME further requires that the RSNA provide disclosure information to all attendees prior to the educational activity. Individuals 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 individuals 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.
Society of Chairs of Academic Radiology Departments

Leadership and Management in Radiology Program
The Fairmont Orchid. Kohala Coast, Big Island, Hawaii
October 15 – 16, 2009

Program Schedule (current as of September 25, 2009)

Thursday, October 15

7:00 AM – 5:00 PM
Registration
Location: Plaza Ballroom Foyer

GENERAL SESSION
Location: Plaza Ballroom

12:00 PM
Box lunches will be available for pre-registered program attendees.

12:30 PM – 1:30 PM
Leadership I
AMA PRA Category 1 Credit: 1.00
Faculty: 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.

* – Author disclosure appears in disclosure index
Thursday, October 15 (continued)

1:30 PM – 2:00 PM
**Contracting**
AMA PRA Category 1 Credit: 0.50

Faculty:  *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.

2:00 PM – 2:30 PM
**Compensation Plan**
AMA PRA Category 1 Credit: 0.50

Faculty:  *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.

2:30 PM – 2:45 PM
**Break**
Location: Plaza Ballroom Foyer

* = Author disclosure appears in disclosure index
Thursday, October 15 (continued)

2:45 PM – 3:30 PM

**Accounts Receivable: Getting Paid for the Work You Do**
AMA PRA Category 1 Credit: 0.75

Faculty:  
*Norman J. Beauchamp, Jr, MD, MHS*  

**Learning Objectives:** The attendee will learn:  
1. The importance of accounts receivable management to the success of a radiology practice.  
2. Key parameters for monitoring accounts receivable management performance.  
3. Approaches to optimize accounts receivable management performance.

3:30 PM – 4:15 PM

**Turf Management**
AMA PRA Category 1 Credit: 0.75

Faculty:  
*Norman J. Beauchamp, Jr, MD, MHS*  

**Learning Objectives:** The attendee will learn:  
1. The detrimental impact of turf issues to quality and cost in patient care.  
2. Strategies to protect your patients and department from the detrimental impact of turf battles.  
3. Collaborative models for interdisciplinary collaboration.

4:15 PM – 5:00 PM

**How to Protect Your Staff**
AMA PRA Category 1 Credit: 0.75

Faculty:  
*Stephen R. Baker, MD*  

**Learning Objectives:** To acquaint the attendee with the need to develop a relationship with non-physician members of your department. To develop channels of communication with staff members allowing for prompt interchange. To use administrative human resources principles to protect your staff. To utilize the concept of apology for conflict resolution

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Friday, October 16

7:00 AM – 5:00 PM

Registration
Location: Plaza Ballroom Foyer

GENERAL SESSION
Location: Plaza Ballroom

12:00 PM
Box lunches will be available for pre-registered program attendees.

12:30 PM – 1:30 PM

Challenges to a Leader: Eight Case Studies
AMA PRA Category 1 Credit: 1.00

Faculty: 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.

1:30 PM – 2:15 PM

Communication Skills: Strategies for Effective Critical Conversations
AMA PRA Category 1 Credit: 0.75

Faculty: Jonathan S. Lewin, MD*

Learning Objectives: 1. To define a useful framework for critical communication. 2. To describe communication skills that are central to successful conflict resolution. 3. To learn concepts and techniques for successful discussion of difficult topics and effective critical communication.

* = Author disclosure appears in disclosure index
Friday, October 16 (continued)

2:15 PM – 2:30 PM
Break
Location: Plaza Ballroom Foyer

2:30 PM – 3:00 PM
How Do We Motivate Junior Faculty?
AMA PRA Category 1 Credit: 0.50

Faculty: Steven E. Seltzer, MD

Learning Objectives: By attending this seminar, the participant will: 1. Gain understanding of the principles of human motivation. 2. Review data on the factors affecting career choices among radiology residents. 3. Review several simulated but realistic case studies in which a Department Chair tries to retain a Junior Faculty member.

3:00 PM – 3:45 PM
Faculty Discipline: How to Fire Someone
AMA PRA Category 1 Credit: 0.75

Faculty: 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.
Leadership II

AMA PRA Category 1 Credit: 0.75

Faculty: 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.

Program Adjourns
Faculty List

Program Chair

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

Faculty

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

Jonathan S. Lewin, MD
Johns Hopkins Hospital
Baltimore, MD

Norman J. Beauchamp Jr, MD, MHS
University of Washington HSC
Seattle, WA

Steven E. Seltzer, MD
Brigham & Women's Hospital
Boston, MA

Disclosure Index

Arenson, Ronald L.
Advisory Board, Genelux Corporation

Beauchamp Norman J.
Research grant, Koninklijke Philips Electronics NV; Advisory Board,
General Electric Company

Lewin, Jonathan S.
Stockholder, Interventional Imaging, Inc; Co-founder, Interventional
Imaging, Inc

SCARD Fall Meeting Future Date(s)

2010 Sept 23-25 Fairmont Le Chateau Frontenac
Quebec City, Quebec, Canada
SCARD 2009 – Leadership & Management in Radiology Program
Pre-registration Attendee List
(As of 9/30/09)

Waseem Bhatti, MD
Univ of Medicine & Dentistry of New Jersey
UMDNJ-New Jersey Medical School
255 Harrison Ave.
Jersey City, NJ 07304
Email: bwaseem@gmail.com

Marcia Blacksin, MD
UMDNJ-Newark
12 Gymoty Rd
West Caldwell, NJ 07006
Phone: 973-972-7200
Email: blacksin@umdnj.edu

Dan Dwyer
University of Minnesota
13916 Aquila Cir
Savage, MN 55378
Email: dwyer121@umn.edu

David Howard Feiglin, MD
SUNY Upstate Medical University
4728 Limberlost Ln
Manlius, NY 13104
Phone: 315-464-7433
Fax: 315-464-7494
Email: feiglin@upstate.edu

Joy A. Haven, PhD
Mallinckrodt Institute of Radiology
510 S Kingshighway Blvd
Saint Louis, MO 63116
Phone: 314-747-3033
Fax: 314-362-2039
Email: havenj@mir.wustl.edu

John Hochhold, MD
Univ of Medicine & Dentistry of New Jersey
UMDNJ
243 8th St Unit 4
Jersey City, NJ 07302
Email: jogomo7@gmail.com

Jonathan B. Kruskal, MD, PhD
Beth Israel Deaconess Medical Center
W/CC 302, 1 Deaconess Rd
Boston, MA 02215
Phone: 617-667-2523
Fax: 617-667-8212
Email: jkruskal@bidmc.harvard.edu

Jeffrey Kunin, MD
Dept of Radiology
St Luke’s Hospital
4401 Wornall Rd
Kansas City, MO 64111
Phone: 816-932-5436
Fax: 816-932-3939
Email: jkunin@saaint-lukes.org

M. Patricia Schneider, MBA, BS
Dept of Radiology
Penn State Hershey Medical Center
500 University Dr
Hershey, PA 17033
Phone: 717-531-5833
Fax: 717-531-5596
Email: pschneider@hmc.psu.edu

Craig W. Walker, MD
Univ of Nebraska Medical Center
15753 Burt St
Omaha, NE 68118
Phone: 402-559-1010
Fax: 402-559-1011
Email: cwwalker@unmc.edu

Joseph S. Yu, MD
Dept of Radiology
Ohio State Univ Medical Center
Doan Tower Room 452A, 395 W 12th Ave
Columbus, OH 43210
Phone: 614-293-2892
Fax: 614-293-6935
Email: joseph.yu@osumc.edu