SCARD
Society of Chairs of Academic Radiology Departments

Fall Meeting
In Joint Sponsorship with the Radiological Society of North America

September 23-25, 2010
Fairmont Le Château Frontenac
Québec City, Quebec, Canada
SCARD
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Special thanks to FUJIFILM Medical Systems, USA for an educational grant in support of the SCARD 2010 Fall Meeting
Society of Chairs of Academic Radiology Departments

FALL MEETING
The Fairmont Le Château Frontenac, Québec City, Quebec, Canada
September 23-25, 2010

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 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 15.75 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 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; two-letter content codes will be indicated throughout the program and in the evaluation booklet. The key to the codes follows:

- HP Health Policy
- MA Management
- PR Professionalism (including Ethics)

Target Audience
Radiologists holding appointments in academic medical centers and engaged in research and teaching as well as clinical practice.
Learning Objectives
After completing this educational activity, participants will be able to:

- Understand the organizational and financial challenges that face academic radiology departments.
- Describe how healthcare reform might impact academic radiology.
- Understand how changes at NIH may impact funding for radiology research.
- Become familiar with government rules and regulations regarding ethical, professional, and institutional behavior.
- Describe methods for faculty development and mentoring.
- Understand regulations regarding residency and fellowship training and board certification.
- Share in discussions with other chairs to obtain insight into managerial problems and solutions.

Disclosure Statements
The Accreditation Council for Continuing Medical Education (ACCME) requires that the Radiological Society of North America (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. Faculty who have or have had an affiliation or financial relationship with any commercial interest (within the previous 12 months or at the time the research was conducted) 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  

FALL MEETING  

Program Schedule (current as of September 7, 2010)  

Thursday, September 23, 2010  

7:00 AM – 7:55 AM  Continental Breakfast  
   Location: Petit Frontenac  

7:00 AM – 11:00 AM  Spouse/Companion Hospitality Room  
   Location: Suite Gouverneurs  

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

General Session: Economics  
   Location: Frontenac  

7:55 AM – 8:00 AM  Welcome  
   Moderator: Steven E. Seltzer, MD  

8:00 AM – 9:00 AM  ACR Report  
   AMA PRA Category 1 Credit: 1.0  
   Faculty: Harvey L. Neiman, MD  
   John A. Patti, MD  

Learning Objectives:  
1. Learn how major radiology organizations can enhance their missions through integration.  
2. Understand the seamless transition from AFIP to AIRP.  
3. Understand the value of ACR membership to academic practices.  
4. Learn the new directions of ACR in quality and safety, leadership, and international relations.  

★ = Author disclosure appears in disclosure index.
9:00 AM – 10:00 AM  **ARR Report**  
AMA PRA Category 1 Credit: 1.0  
Faculty:  
  *Steven E. Seltzer, MD*  
  *Renee L. Cruea, MPA*

**Learning Objectives:**  
1. Become aware of the activities of the Academy of Radiology Research within the past year.  
2. Understand the rationale for the Academy’s strategic initiatives for the coming year.  
3. Be informed about the prospects for NIH funding for Radiology research in the future.

10:00 AM – 10:30 AM  **Break**  
Location: Petit Frontenac

10:30 AM – 11:30 AM  **Radiologist Salary/Productivity Survey**  
AMA PRA Category 1 Credit: 1.0  
Faculty:  
  *Sherry C. Elliott, MBA, FACMPE*

**Learning Objectives:**  
Knowledge of clinical faculty salaries and productivity for FY2011 by subspecialty. This presentation will display survey data of clinical salaries and productivity data by subspecialty, comparing them to prior years as well as to private practice.
11:30 AM – 12:30 PM  Scenario Planning  MA
AMA PRA Category Credit: 1.00

Faculty:  
Dieter R. Enzmann, MD*
Norman J. Beauchamp Jr, MD, MHS
Alexander M. Norbash, MD*

Learning Objectives:
1. Understand impact of healthcare reform on radiology.
2. Understand the difference between strategic and scenario planning.
3. Define strategic opportunities in the field of radiology in response to specific threats.

6:00 PM – 7:00 PM  Welcome Reception
Location: Jacques Cartier
Society of Chairs of Academic Radiology Departments

FALL MEETING

Friday, September 24, 2010

7:00 AM – 7:45 AM  
**myRSNA**  
AMA PRA Category 1 Credit: .75  
Location: Frontenac  
Faculty: *John W. Basco, MS*

**Learning objectives:**
1. Demonstrate how to create and customize a homepage in *myRSNA*.
2. Demonstrate various functions such as bookmark, share links, access files, and track educational CME.

7:00 AM – 7:55 AM  
Continental Breakfast  
Location: Petit Frontenac

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

**General Session: The Chair’s Job**  
Location: Frontenac

7:55 AM – 8:00 AM  
**Welcome**  
Moderator: *Valerie P. Jackson, MD*
Society of Chairs of Academic Radiology Departments

FALL MEETING

Friday, September 24, 2010 (continued)

8:00 AM – 9:00 AM  Healthcare Reform: What Does It Mean for Radiology?  HP, MA
AMA PRA Category 1 Credit: 1.0

Faculty: Bernard F. King Jr, MD

Learning Objectives:
1. The attendees will be able to comprehend the portions of the new healthcare reform bill, "Patient Protection and Affordable Care Act ("PPACA"; Public Law 111-148)" that apply to their radiology practices.

2. The attendees will be able to comprehend the financial impact of the new health care reform bill, "Patient Protection and Affordable Care Act ("PPACA"; Public Law 111-148)" on their radiology practices.

3. The attendees will be able to comprehend the educational impact of the new health care reform bill, "Patient Protection and Affordable Care Act ("PPACA"; Public Law 111-148)" on their radiology practices.

9:00 AM - 10:00 AM  Department Management in Difficult Economic Times
AMA PRA Category 1 Credit: 1.0

Dealing with Deans
Faculty: William G. Bradley Jr, MD, PhD ★

Learning Objectives:
At the conclusion of this talk the attendee should:
1. Have an understanding of how much flexibility the Dean has to allow financial losses in Radiology.

2. Have some ideas on how to increase clinical salaries.

3. Have some ideas on how to increase researcher salaries and other research expenses.
Dealing with Hospitals
Faculty: Norman J. Beauchamp Jr, MD, MHS

**Learning Objectives:**
The attendee will be able to understand:
1. The importance of contribution margin in aligning hospital and department financial success.
2. Establishing hospital financial support agreements.
3. Partnering with the hospital to establish financial incentives for quality and safety goals.
4. Strategies to obtain adequate funds for capital budget.

Staffing in Uncertain Times
Faculty: Kenneth A. Buckwalter, MD ★

**Learning Objectives:**
1. How to create a flexible staffing model.
2. Standardizing employee categories.
3. Adopting money saving strategies.

10:00 AM – 10:30 AM  **Break**
Location: Petit Frontenac
Society of Chairs of Academic Radiology Departments

FALL MEETING

Friday, September 24, 2010 (continued)

10:30 AM – 11:30 AM

Opportunities and Challenges in the
Francis Collins NIH
AMA PRA Category 1 Credit: 1.00

Moderator: Carolyn C. Meltzer, MD

Funding Emphasis from Zerhouni to Collins:
Continuum or Paradigm Shift?
Faculty: Carolyn C. Meltzer, MD

Research and Health Care Reform:
Radiology’s Role
Faculty: James H. Thrall, MD ★

Imaging and National Consortia
Faculty: R. Nick Bryan, MD, PhD

Panel Discussion
All Faculty

Learning Objectives:
1. To provide a framework for understanding the change in focus areas for extramural NIH funding under the new directorship of Dr Francis Collins. (e.g... 5 theme areas, applied vs. basic science, infrastructure, industry and FDA relationships). Also the direction of the NCI imaging program under the leadership of Dr Varmus will be explored.

2. To review and provide the foundation for an interactive discussion of the potential funding opportunities and challenges overall and specifically for radiology in this new paradigm.

3. To examine how the maturation of the Clinical and Translational Science Awards and the CTSA Consortium’s Imaging Working Group may be leveraged to gain ground translating quantitative imaging to the clinical arena. The impact of other consortia and multi-center networks such as ACRIN will also be discussed.

★ = Author disclosure appears in disclosure index.
Conflict of Interest and Industrial Relationships
AMA PRA Category 1 Credit: 1.0

Moderator: Manuel L. Brown, MD

Introduction and Survey of SCARD Members Regarding COI and Industrial Relationships
Faculty: Manuel L. Brown, MD

Learning Objectives:
1. The attendee will be able to describe the differences in institutional reporting requirements for faculty-industrial relationships.

2. The attendee will be able to describe the various entities that can decide if the amount of compensation is too high from faculty-industrial relationships.

3. The attendee will be able to describe what is involved in being a part of a speakers’ bureau.

Changing Relationships between Industry and Academic Medical Centers
Faculty: Carolyn C. Meltzer, MD

Learning Objectives:
1. Understand the rationale for the appropriate management of conflicts of interest in an academic medical center.

2. Appreciate how different organizations in one academic medical center managed integration of policies related to COI.

3. Consider altering local practice based on examples of conflict resolution.
Society of Chairs of Academic Radiology Departments

FALL MEETING

Friday, September 24, 2010 (continued)

COI Philosophy and Processes for Academic Medical Centers
Faculty: Eric J. Russell, MD ★

Learning Objectives:
1. To provide a framework for understanding trends and variation in change of conflict of interest regulations guiding research and educational activities within academic medical centers, and how these have affected departments of radiology.

2. To compare and contrast processes of compliance, and discuss cost implications.

3. To examine how the academic-industry partnerships may proceed in this new, more restrictive environment.

6:00 PM – 10:00 PM  SCARD Reception and Dinner
Location: Le Parlementaire

★ = Author disclosure appears in disclosure index.
General Session: Challenges to Academic Radiology Departments
Location: Frontenac

7:55 AM – 8:00 AM  Welcome
Moderator:   Norman J. Beauchamp Jr, MD, MHS

8:00 AM – 9:00 AM  International Medical Graduates: How Do ABR and RRC Policies Affect Academic Faculty?
AMA PRA Category 1 Credit:  1.00

Moderator:   Ronald L. Arenson, MD
Faculty:   N. Reed Dunnick, MD
            Stephen R. Baker, MD
            Valerie P. Jackson, MD

**Learning Objectives:**
1. Learn how many practicing physicians are international medical graduates (IMGs).

2. Become familiar with the requirements for ABR certification of these IMGs.

3. Appreciate that a much larger portion of IMGs stay on as faculty in academic radiology departments than the graduates of our US training programs.

4. Understand the RRC requirements for IMG faculty.
9:00 AM - 10:00 AM  
**ABR Update: Initial Certification and Maintenance of Certification**
AMA PRA Category 1 Credit: 1.00

Faculty:  
*N. Reed Dunnick, MD*  
*Duane G. Mezwa, MD*

**Learning Objectives:**
1. Understand the importance of the American Board of Medical Specialties (ABMS) and their efforts to attain "deemed status" for quality.

2. Appreciate how the 24 member boards translate ABMS guidelines to best fit their specialty.

3. Realize that a Maintenance of Certification (MOC) program must be rigorous to be credible.

4. Learn how the ABR has created many committees to develop and pilot test the new examinations for primary certification and the components of MOC.

5. Understand the components of MOC and how to fulfill each section.

6. Learn how the ABR’s Personal Database on the website can aid in participating in MOC.

7. Study examples of Practice Quality Improvement (PQI) projects for MOC.

10:00 AM – 10:30 AM  
**Break**

Location: Petit Frontenac
10:30 AM – 11:30 AM

Faculty Development and Mentoring: MA, PR
How We Do It
AMA PRA Category 1 Credit: 1.00

How We Do It at Mass General and Harvard
Faculty: James H. Thrall, MD ★

How We Do It at Indiana University
Faculty: Valerie P. Jackson, MD

Learning Objectives:
1. Understand the importance of faculty development programs for the success of faculty members.
2. Describe various methods for mentoring and faculty development.

11:30 AM – 12:00 PM

How Technical and Professional Revenues MA Are Generated in a Government Run, Single Payor System: The Canadian Experience
AMA PRA Category 1 Credit: 0.50

Faculty: Mark E. Schweitzer, MD

Learning Objectives:
1. Review the funding of academic radiology departments in Canada.
2. Discuss the efficiencies and idiosyncrasies of this system when compared to the US.
3. Provide an overview of other academic differences in department and institutional administration and research support.
The Need for Social and Political Action from Academic Radiology Departments’ Leaders
AMA PRA Category 1 Credit: 0.50

Faculty: Steven E. Seltzer, MD

Learning Objectives:
1. Understand the social, political, and economic challenges facing academic radiology departments, now and in the immediate future.

2. Understand how national ‘healthcare reform’ will affect the specialty of radiology.

3. Become informed about past successes and failures of ‘collective action’ on behalf of the academic radiology community.

SCARD Business Meeting and Luncheon (Chairs Only)
Location: Petit Frontenac
Society of Chairs of Academic Radiology Departments

FALL MEETING

Saturday, September 25, 2010 (continued)

General Session: Economics
Location: Frontenac

2:00 PM - 3:00 PM

New Chairs Session and Panel Discussion: Challenges and Opportunities
AMA PRA Category 1 Credit: 1.0

Moderator: Kathleen D. Eggli, MD
Faculty: Todd R. Hazelton, MD
Jonathan B. Kruskal, MD, PhD
Duane G. Mezwa, MD

Learning Objectives:
At the conclusion of this session, attendees will:
1. Be more aware of the diversity of different academic radiology departments across the United States.
2. Be more knowledgeable about the specific challenges faced at three very different radiology departments.
3. Consider how these challenges and opportunities may have applicability regionally and nationally.

Learning objectives (Dr Kruskal):
1. Describe the challenges facing a new department chair in challenging financial times.
2. Describe challenges that are unique to an internal candidate appointed to be a chair.
3. Describe options for departmental governance structures.
4. Describe how solutions are derived for managing a large academic radiology department.
**Society of Chairs of Academic Radiology Departments**

**FALL MEETING**

**Saturday, September 25. 2010 (continued)***

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**Learning objectives (Dr Mezwa):**
1. Review and share the experiences as a first-year Chair of Radiology of a major health system.

2. Describe areas of accomplishments and outline future endeavors in Imaging.

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**3:00 PM - 5:00 PM**

**SCARD Members Forum:**

**The Economics of Academic Radiology Departments’ Contributions to the Field of Radiology**

AMA PRA Category 1 Credit: 2.0

Moderator: *Steven E. Seltzer, MD*

Faculty: *Andrew R. Menard, JD ★*

**Learning Objectives:**
1. Enable SCARD members to understand and estimate the cost of the volunteer work force provided by academic departments to radiology’s national organizations (e.g., RSNA, ACR, ARRS) in order to balance this cost with the benefits provided to SCARD members.

2. Specify and discuss the components of this cost, including the time spent by SCARD department members on national organization activities, the travel expenses underwritten by SCARD departments, and other direct or indirect subsidies to those organizations.

3. Understand the impact of this cost in light of the financial pressures, cost cutting initiatives, and competing priorities affecting academic radiology departments.

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**Program Adjourns**

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* = Author disclosure appears in disclosure index.
# Faculty List

## Program Chair
Valerie P. Jackson, MD  
Indiana University School of Medicine  
Indianapolis, IN

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Location</th>
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<tbody>
<tr>
<td>Ronald L. Arenson, MD</td>
<td>University of California San Francisco</td>
<td>San Francisco, CA</td>
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<tr>
<td>Stephen R. Baker, MD</td>
<td>UMDNJ-New Jersey Medical School</td>
<td>Newark, NJ</td>
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<tr>
<td>James W. Basco, MS</td>
<td>Radiological Society of North America</td>
<td>Oak Brook, IL</td>
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<tr>
<td>Norman J. Beauchamp Jr, MD</td>
<td>University of Washington HSC</td>
<td>Seattle, WA</td>
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<tr>
<td>William G. Bradley Jr, MD</td>
<td>University of California San Diego</td>
<td>San Diego, CA</td>
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<td>Manuel L. Brown, MD</td>
<td>Henry Ford Hospital</td>
<td>Detroit, MI</td>
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<td>R. Nick Bryan, MD</td>
<td>University of Pennsylvania Medical Center</td>
<td>Philadelphia, PA</td>
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<td>Kenneth A. Buckwalter, MD</td>
<td>Indiana University</td>
<td>Indianapolis, IN</td>
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<tr>
<td>Renee L. Cruea, MPA</td>
<td>Academy of Radiology Research</td>
<td>Washington, DC</td>
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<td>N. Reed Dunnick, MD</td>
<td>University of Michigan Health System</td>
<td>Ann Arbor, MI</td>
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<td>Kathleen D. Eggli, MD</td>
<td>Penn State/Milton S Hershey Medical Center</td>
<td>Hershey, PA</td>
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<td>Sherry C. Elliott, MBA, FACMPE</td>
<td>VCU Health System/VCU Hospitals</td>
<td>Richmond, VA</td>
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<td>Dieter R. Enzmann, MD</td>
<td>David Geffen School of Medicine/UCLA</td>
<td>Los Angeles, CA</td>
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<td>Todd R. Hazelton, MD</td>
<td>University of South Florida College of Med</td>
<td>Tampa, FL</td>
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<td>Bernard F. King Jr, MD</td>
<td>Mayo Clinic</td>
<td>Rochester, MN</td>
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<tr>
<td>Jonathan B. Kruskal, MD, PhD</td>
<td>Beth Israel Deaconess Medical Center</td>
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<td>Carolyn C. Meltzer, MD</td>
<td>Emory University</td>
<td>Atlanta, GA</td>
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<td>Andrew R. Menard, JD</td>
<td>Brigham &amp; Woman's Hospital</td>
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<td>Duane G. Mezwa, MD</td>
<td>William Beaumont Hospital</td>
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<td>Harvey L. Neiman, MD</td>
<td>American College of Radiology</td>
<td>Reston, VA</td>
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<td>Alexander M. Norbash, MD</td>
<td>Boston University Medical Center</td>
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<td>John A. Patti, MD</td>
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<td>Eric J. Russell, MD</td>
<td>Northwestern Memorial Hospital</td>
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<td>Mark E. Schweitzer, MD</td>
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<td>James H. Thrall, MD</td>
<td>Massachusetts General Hospital</td>
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**Disclosure Index (as of August 25, 2010)**

<table>
<thead>
<tr>
<th>Name</th>
<th>Details</th>
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<tbody>
<tr>
<td>William G. Bradley Jr, MD, PhD</td>
<td>Research support, General Electric Company</td>
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<td>Kenneth A. Buckwalter, MD</td>
<td>Research grant, Siemens AG</td>
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<tr>
<td>Andrew R. Menard, JD</td>
<td>Board of Directors, Cary Pharmaceuticals Inc.; Stockholder, Handa Pharmaceuticals LLC; Stockholder, Millikelvin Technologies LLC; Board of Directors, Millikelvin Technologies LLC</td>
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<tr>
<td>Alexander M. Norbash, MD</td>
<td>Scientific Advisor, Boston Scientific Corporation; Stockholder, Boston Scientific Corporation; Speakers Bureau, Boston Scientific Corporation</td>
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<td>Eric J. Russell, MD</td>
<td>Investigator, Siemens AG; Institutional research agreement, Siemens AG</td>
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<tr>
<td>James H. Thrall, MD</td>
<td>Board Member, Mobile Aspects, Inc; Stockholder, Mobile Aspects, Inc; Stockholder, General Electric Company; Stockholder, Apple Inc; Board Member, WorldCare, Inc</td>
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**Future Dates**

2011   | Sept 22-25 | The Broadmoor  
        |            | Colorado Springs, Colorado  

The objectives of the Society of Chairs 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.

4. To develop and advance policies and initiatives essential for the success of the clinical, research and educational missions of radiology and imaging sciences.

**2010-2012 Board of Directors**

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<tr>
<th>Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>President</td>
<td>Steven E. Seltzer, MD</td>
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<td>President-elect</td>
<td>Valerie P. Jackson, MD</td>
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<td>Secretary-Treasurer</td>
<td>Norman J. Beauchamp, Jr., MD, MHS</td>
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<td>Immediate Past President</td>
<td>Dieter R. Enzmann, MD</td>
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<td>Councilors</td>
<td>Kathleen D. Eggli, MD</td>
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<td>Jonathan S. Lewin, MD</td>
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<td>Alexander Norbash, MD</td>
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<tr>
<td>1967-68</td>
<td>William B. Seaman, MD*</td>
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<td>Alexander Margulis, MD</td>
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<td>Harold G. Jacobson, MD*</td>
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<td>Luther W. Brady, MD</td>
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<td>Walter W. Whitehouse, MD*</td>
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<td>Douglas W. MacEwan, MD</td>
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<td>M. Paul Capp, MD</td>
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<td>A. Everette James, Jr., MD</td>
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<td>Richard E. Buenger, MD</td>
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<td>Charles E. Putman, MD*</td>
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<td>Joseph E. Whitley, MD*</td>
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<td>C. Douglas Maynard, MD</td>
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<td>Ernest J. Ferris, MD</td>
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<td>Robert J. Stanley, MD</td>
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<td>1991-92</td>
<td>Joseph F. Sackett, MD</td>
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<td>1992-93</td>
<td>William J. Casarella, MD</td>
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<td>Albert A. Moss, MD</td>
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<td>Philip O. Alderson, MD</td>
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<td>David C. Levin, MD</td>
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<td>Michael Manco-Johnson, MD</td>
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<td>1997-98</td>
<td>William M. Thompson, MD</td>
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<td>N. Reed Dunnick, MD</td>
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<td>Joseph K. T. Lee, MD</td>
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<td>2000-01</td>
<td>Carl E. Ravin, MD</td>
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<td>2001-02</td>
<td>Ronald L. Arenson, MD</td>
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<td>Theron W. Ovitt, MD</td>
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<td>Donald P. Harrington, MD</td>
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<td>2006-08</td>
<td>Stephen R. Baker, MD</td>
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<td>2008-10</td>
<td>Dieter R. Enzmann, MD</td>
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Future Meeting Dates

AUR
April 12-15, 2011
Westin Boston Waterfront
Boston, Massachusetts

SCARD
September 22-25, 2011
Broadmoor
Colorado Springs, Colorado

FOR MORE INFORMATION

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