

# **SCARD**

*Society of Chairs of Academic Radiology Departments*

## **Leadership and Management In Radiology Program**

*In Joint Sponsorship with the Radiological Society of North America*

**September 22-23, 2011**

**The Broadmoor**

**Colorado Springs, Colorado**



# **SCARD**

*Society of Chairs of Academic Radiology Departments*

## **Leadership and Management in Radiology Program**

*In Joint Sponsorship with the Radiological Society of North America*

**September 22-23, 2011**

**Final Program.....1**

**Attendee List.....15**

*Society of Chairs of Academic Radiology Departments*

## **LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM**

The Broadmoor, Colorado Springs, Colorado  
September 22-23, 2011

*In Joint Sponsorship with the Radiological Society of North America*

### **Accreditation and Designation Statement**

This live 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 live activity for a maximum of *7.75 AMA PRA Category 1 Credits™*. Physicians should claim only the 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 Credits™*.

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. A key to the codes follows:

HP	Health Policy
MA	Management
PR	Professionalism (including Ethics)

### **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.

### **Learning Objectives**


At the conclusion of this live activity, participants will be able to:

- Demonstrate understanding of the strategic imperatives affecting radiology chairs and program directors.
- Identify research initiatives and tactics at the local and national level.
- Assess methodologies and principles affecting the capturing, retention, and expansion of clinical income.
- Evaluate the impress of new regulations on the chair's and the program director's freedom of action and attention to departmental protection.
- Improve stratagems for program and faculty development.

### **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*

## **LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM**

The Broadmoor, Colorado Springs, Colorado

September 22-23, 2011

### **Program Schedule** (current as of September 7, 2011)

**Thursday, September 22, 2011**

**Content Code(s)**

#### **GENERAL SESSION**

Location: Rocky Mountain D

12:30 PM

Box lunches will be available for pre-registered program attendees.

1:00 PM – 1:45 PM

**Faculty Development: The Chair's Most Important Job**

**MA, PR**

*AMA PRA Category 1 Credit™: 0.75*

Faculty: *Kathleen D. Eggli, MD*

***Learning Objectives:***

At the conclusion of this presentation attendees should:

1. Be convinced of the importance of faculty development at the leadership, mid-career, and junior faculty levels.
2. Have a better understanding of the faculty development options available regionally and nationally.
3. Be more aware of cultural and gender differences in the pursuit of leadership roles, and how to identify leadership capacities in those who do not self-identify.

## LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM

The Broadmoor, Colorado Springs, Colorado  
September 22-23, 2011

**Thursday, September 22, 2011** (continued)

**Content Code(s)**

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1:45 PM – 2:15 PM

### **How to Motivate Junior Faculty**

**MA**

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.

2:15 PM – 3:00 PM

### **Principles of Leadership**

**MA, PR**

AMA PRA Category 1 Credit™: 0.75

Faculty: *Alexander M. Norbash, MD\**

#### **Learning Objectives:**

At the conclusion of this educational activity, participants will be able to:

1. Define the various types of leaders and leadership strategies.
2. Examine their own leadership style, and explain strategies for enhancing their leadership.

3:00 PM – 3:15 PM

### **Break**

Location: Rocky Mountain Foyer

\*= Author disclosure appears in disclosure index.

## LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM

The Broadmoor, Colorado Springs, Colorado  
September 22-23, 2011

Thursday, September 22, 2011 (continued)

Content Code(s)

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3:15 PM – 4:00 PM

### Communication Skills

MA

AMA PRA Category 1 Credit™: 0.75

Faculty: Jonathan S. Lewin, MD\*

#### Learning Objectives:

At the conclusion of this educational activity, participants will be able to:

1. Decipher the underlying structure of difficult conversation.
2. Interpret the significance of what is said - and what is not.
3. Identify the erroneous assumptions that keep you stuck.

4:00 PM – 4:45 PM

### Accounts Receivable: Getting Paid for the Work You Do

HP, MA

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.

*Society of Chairs of Academic Radiology Departments*

## **LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM**

The Broadmoor, Colorado Springs, Colorado  
September 22-23, 2011

**Thursday, September 22, 2011** (continued)

**Content Code(s)**

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4:45 PM – 5:15 PM

### **How to Fire Someone**

**MA, PR**

*AMA PRA Category 1 Credit™*: 0.50

Faculty: *Alexander M. Norbash, MD\**

#### ***Learning Objectives:***

At the conclusion of this educational activity, participants will be able to:

1. Appraise appropriateness and potential methods for dismissing a professional employee.
2. Apply a consistent and transparent process to dismissal actions.

**Adjourn**



*Society of Chairs of Academic Radiology Departments*

## **LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM**

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**Friday, September 23, 2011**

**Content Code(s)**

### **GENERAL SESSION**

Location: Rocky Mountain D

12:30 PM

Box lunches will be available for pre-registered program attendees.

1:00 PM – 2:00 PM

#### **How to Establish a Research Program**

**MA**

*AMA PRA Category 1 Credit™: 1.00*

Faculty: *Carolyn C. Meltzer, MD\**

#### ***Learning Objectives:***

At the conclusion of this educational activity, participants will be able to:

1. Describe strategies for leveraging external and internal resources for support of radiology research.
2. Plan staged development and/or expansion of research by laying down the needed infrastructure and faculty support.
3. Develop a fair and transparent practice of recruitment, retention, and accountability for researcher and clinician-investigator faculty.

## LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM

The Broadmoor, Colorado Springs, Colorado  
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**Friday, September 23, 2011** (continued)

**Content Code(s)**

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2:00 PM – 3:00 PM

### **The Chairman as Entrepreneur**

**MA**

AMA PRA Category 1 Credit™: 1.00

Faculty: *William G. Bradley Jr, MD, PhD*

#### **Learning Objectives:**

At the conclusion of this educational activity, participants will be able to:

1. Appreciate the entrepreneurial traits useful in being a radiology chair.
2. See the potential for entrepreneurialism in hiring clinical and research faculty to increase productivity and grant funding.
3. Be familiar with common entrepreneurial activities for radiology chairs such as teleradiology, outpatient imaging centers, CME courses, and leveraging research activities to increase clinical revenue.

3:00 PM – 3:15PM

### **Break**

Location: Rocky Mountain Foyer

*Society of Chairs of Academic Radiology Departments*

## **LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM**

The Broadmoor, Colorado Springs, Colorado  
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**Friday, September 23, 2011** (continued)

**Content Code(s)**

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3:15 PM – 3:45 PM

### **How to Win Every Argument: The Value of Dialectic**

**MA**

*AMA PRA Category 1 Credit™: 0.50*

Faculty: *Stephen R. Baker, MD\**

#### ***Learning Objectives:***

At the conclusion of this educational activity the participant will be able to:

1. Provide rhetorical tools to support your views when challenged or petitioned by your staff.
2. Learn the value of the unfair–unfortunate dichotomy.
3. Utilize effectively the subjunctive sense, and conditional sense to reach a consensus.
4. Frame arguments to reach a consensus.

## **LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM**

The Broadmoor, Colorado Springs, Colorado

September 22-23, 2011

**Friday, September 23, 2011** (continued)

**Content Code(s)**

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3:45 PM – 5:00 PM

### **Leadership: Ten Case Studies**

**MA, PR**

*AMA PRA Category 1 Credits™: 1.25*

Faculty: *Stephen R. Baker, MD\**

#### ***Learning Objectives:***

At the conclusion of this educational activity, participants will be able:

1. To offer a mechanism for interactive discussions on a case-based format of issues pertinent to leadership by a radiology chairman.
2. To raise issues through such discussions about human resources and equipment resources pertinent to a chairman.
3. To reinforce through didactic exchange salient features important for leaders to acknowledge, if not accept, with respect to motivating and managing faculty.

### **Program Adjourns**

## **LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM**

The Broadmoor, Colorado Springs, Colorado  
September 22-23, 2011

### **Faculty List**

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#### **Program Director**

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

#### **Faculty**

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

**William G. Bradley Jr, MD, PhD**  
University of California San Diego  
San Diego CA

**Kathleen D. Egli, MD**  
Penn State/Milton S Hershey Medical Center  
Hershey, PA

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

**Carolyn C. Meltzer, MD**  
Emory University  
Atlanta, GA

**Alexander M. Norbash, MD**  
Boston University School of Medicine  
Boston, MA

**Steven E. Seltzer, MD**  
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*Society of Chairs of Academic Radiology Departments*

## **LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM**

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September 22-23, 2011

### **Disclosure Index**

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**Stephen R. Baker, MD**

Consultant, One Call Medical Inc.

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

Research grant, Koninklijke Philips Electronics NV

Research grant, General Electric Company

**Jonathan S. Lewin, MD**

Stockholder, Interventional Imaging, Inc.

Co-Founder, Interventional Imaging, Inc.

**Carolyn C. Meltzer, MD**

Consultant, Image Metrix

**Alexander M. Norbash, MD**

Stockholder, Boston Imaging Core Laboratories, LLC

### **SCARD Fall Meeting Future Date(s)**

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SCARD Fall Meeting

October 4-6, 2012

Fairmont Pacific Rim

Vancouver, British Columbia

Canada







**SCARD 2011 – Leadership & Management in Radiology Program**  
**Pre-registration Attendee List**  
**(As of 9/8/11)**

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**SCARD 2011 – Leadership & Management in Radiology Program**  
**Pre-registration Attendee List**  
**(As of 9/8/11)**

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