2011 SCARD Fall Meeting and Leadership and Management in Radiology Program

In Joint Sponsorship with the Radiological Society of North America

THE BROADMOOR
Dear Colleague:

I am pleased to announce that the 2011 SCARD Fall Meeting will take place September 22-25, 2011, at The Broadmoor in Colorado Springs, Colorado. We will meet in the mornings on Friday and Sunday, and for a full day, including the SCARD Business Meeting and Luncheon, on Saturday.

Radiology leaders and new chairs are also encouraged to join us Thursday and Friday afternoon for the Leadership and Management in Radiology program. This popular program will provide timely information about leadership and management trends and regulations affecting your profession as well as strategies for action.

These live activities have been approved for AMA PRA Category 1 Credit™ for both the Fall Meeting and the Leadership and Management in Radiology program.

We have incorporated a variety of interesting and timely topics including:

- Benchmarking Clinical and Academic Productivity
- Cardiac Imaging in Academic Radiology
- Interventional Radiology Issues
- Healthcare Reform
- Scenario Planning

I encourage you to make your hotel reservation immediately, as rooms fill up quickly. The deadline for housing is Monday, August 22, 2011 and the deadline for advance registration is Friday, September 9, 2011.

The Association of Administrators in Academic Radiology (AAARAD) will meet on Wednesday and Thursday, September 21-22. AAARAD members are encouraged to attend the SCARD programs as well. A separate AAARAD registration brochure is enclosed.

I would like to thank Fujifilm Medical Systems USA, Inc., who has provided an unrestricted educational grant for the Fall Meeting. We appreciate Fujifilm’s continued generous support of our program.

If you have any questions regarding the upcoming meeting or other SCARD activities, please do not hesitate to contact the SCARD administrative office at 1-630-368-3731 or SCARD@rsna.org.

I look forward to welcoming you to Colorado in September!

Sincerely,

Steven E. Seltzer

Steven E. Seltzer, MD
President, SCARD
General Information

Hotel Accommodations
The Broadmoor
1 Lake Avenue
Colorado Springs, CO 80906
Phone: 1-719-634-7711
Fax: 1-719-577-5700
Broadmoor.com

Located in Colorado Springs, at the foot of the Rockies, The Broadmoor provides an environment of unparalleled beauty and luxury surrounded by the mountains and centered by Cheyenne Lake. This unique location, adjacent to both the wild natural beauties of the Colorado Rockies and the amenities of urban Colorado Springs, provides guests with a range of possibilities for entertainment.

The Broadmoor is the longest-running consecutive winner of both the AAA Five-Diamond and Forbes Travel Guide Five-Star awards. The hotel offers an award-winning day spa, fitness center, two swimming pools, three outdoor hot tubs, one lap pool, 54 holes of championship golf, six tennis courts and 25 specialty retail shops. In addition, enjoy an impressive choice of dining and lounge options in 18 distinctly different facilities.

Travel Information
The Broadmoor is located approximately 20 minutes from Colorado Springs Airport. Taxi service is available for approximately $25.00* (one-way). Shuttle service can be arranged through Ramblin Express by calling the hotel at 1-800-634-7711 ext. 5769 or BroadmoorTransportation.com. Individual fares are $24.00* one-way or $37.00* round-trip. Reservations are required for guaranteed service on this shuttle.

The Denver International Airport is approximately 90 minutes from the hotel. All of the major car rental companies are available at the airport.

Hertz Rental is the official car rental agency for The Broadmoor. Hertz has rental locations at the Denver International Airport and Colorado Springs Airport. Hertz has great one-way rates from Denver to the hotel. They also offer daily rentals from Colorado Springs for sightseeing or shopping trips during your stay. To receive a special one-way rate, please visit Hertz.com or call 1-719-591-4473.

Hotel Parking
Valet parking is available to all overnight guests. The charge is $16.00* per night. Self-parking is available in the garage only. The charge to self-park for a 24-hour period is $14.00* per night, with in and out privileges.

Airline Discounts
United Airlines is the official airline for the SCARD Fall Meeting and is offering attendees special discounted fares. To take advantage of this offer, simply call United Airlines directly at 1-800-521-4041 or book through United.com and reference the Meeting ID code 553SB. Reservations agents are available Monday - Friday from 7:00 a.m. - 12:00 a.m. (Eastern Time).

Weather
The weather in Colorado Springs averages 41 - 69° F in September. Visitors are encouraged to check the forecast before packing.

*rates subject to change
## Preliminary Schedule

### Thursday, September 22

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:30 PM</td>
<td>Box lunches will be available for pre-registered program attendees.</td>
<td></td>
</tr>
<tr>
<td>1:00 PM - 1:45 PM</td>
<td>Faculty Development</td>
<td>Kathleen D. Eggli, MD</td>
</tr>
<tr>
<td>1:45 PM - 2:15 PM</td>
<td>How to Motivate Junior Faculty</td>
<td>Steven E. Seltzer, MD</td>
</tr>
<tr>
<td>2:15 PM - 3:00 PM</td>
<td>Principles of Leadership</td>
<td>Alexander M. Norbash, MD</td>
</tr>
<tr>
<td>3:00 PM - 3:15 PM</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>3:15 PM - 4:00 PM</td>
<td>Communication Skills</td>
<td>Jonathan S. Lewin, MD</td>
</tr>
<tr>
<td>4:00 PM - 4:45 PM</td>
<td>Accounts Receivable: Getting Paid for the Work You Do</td>
<td>Norman J. Beauchamp Jr, MD, MHS</td>
</tr>
<tr>
<td>4:45 PM - 5:15 PM</td>
<td>How to Fire Someone</td>
<td>Alexander M. Norbash, MD</td>
</tr>
</tbody>
</table>

### Friday, September 23

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:30 PM</td>
<td>Box lunches will be available for pre-registered program attendees.</td>
<td></td>
</tr>
<tr>
<td>1:00 PM - 2:00 PM</td>
<td>How to Establish a Research Program</td>
<td>Carolyn C. Meltzer, MD</td>
</tr>
<tr>
<td>2:00 PM - 3:00 PM</td>
<td>The Chairman as Entrepreneur</td>
<td>William G. Bradley Jr, MD, PhD</td>
</tr>
<tr>
<td>3:00 PM - 3:15 PM</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>3:15 PM - 3:45 PM</td>
<td>How to Win Every Argument: The Value of Dialectic</td>
<td>Stephen R. Baker, MD</td>
</tr>
<tr>
<td>3:45 PM - 5:00 PM</td>
<td>Leadership: Ten Case Studies</td>
<td>Stephen R. Baker, MD</td>
</tr>
</tbody>
</table>

## Leadership and Management in Radiology Program 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.

## Fall Meeting Learning Objectives

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

- Demonstrate understanding of the organizational and financial challenges that face academic radiology.
- Describe how healthcare reform might impact academic radiology.
- Assess and apply new rules and regulations regarding ethical, professional, and institutional behavior.
- Demonstrate understanding of regulations regarding residency and fellowship training.
- Identify and discuss managerial problems and solutions.
- Demonstrate understanding of issues in cardiac and interventional radiology.
- Describe how to manage difficult faculty members.
- Describe various academic radiology compensation plans.
- Demonstrate understanding of internal and external philanthropy.
- Explain how to build and maintain radiology research programs.
## Preliminary Schedule

### Friday, September 23  CLINICAL ISSUES

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 AM - 7:55 AM</td>
<td>Breakfast</td>
</tr>
<tr>
<td>7:55 AM - 8:00 AM</td>
<td>Welcome and Announcements  &lt;br&gt; Moderator: Steven E. Seltzer, MD</td>
</tr>
<tr>
<td>8:00 AM - 9:00 AM</td>
<td>AAARAD/Radiologist Salary/Productivity  &lt;br&gt; Faculty: Sherry C. Elliott, MBA, FACMPE</td>
</tr>
<tr>
<td>9:00 AM - 9:45 AM</td>
<td>Benchmarking Clinical and Academic Productivity: A Survey and Experience at Two Institutions  &lt;br&gt; Survey of Academic Institutions  &lt;br&gt; Faculty: Laurie L. Fajardo, MD, MBA  &lt;br&gt; Measuring Clinical Productivity at Henry Ford  &lt;br&gt; Faculty: Manuel L. Brown, MD  &lt;br&gt; Measuring Academic Productivity at the University of Cincinnati  &lt;br&gt; Faculty: Jannette Collins, MD, MEd, FCCP</td>
</tr>
<tr>
<td>9:45 AM - 10:00 AM</td>
<td>Break</td>
</tr>
<tr>
<td>10:00 AM - 10:45 AM</td>
<td>Cardiac Imaging in Academic Radiology  &lt;br&gt; Past 50 Years: Reflections on Radiology’s Ever-Changing Role  &lt;br&gt; Faculty: David C. Levin, MD  &lt;br&gt; Current Level of Radiology Involvement: SCARD Survey Review  &lt;br&gt; Faculty: Richard D. White, MD  &lt;br&gt; Organizational Opportunities for Radiology: AHA, NASCI, ACR, RSNA, ARRS  &lt;br&gt; Faculty: Arthur E. Stillman, MD, PhD  &lt;br&gt; Open Discussion</td>
</tr>
<tr>
<td>10:45 AM - 11:30 AM</td>
<td>Interventional Radiology: Current Issues and Controversies  &lt;br&gt; Faculty: Scott C. Goodwin, MD  &lt;br&gt; Matthew A. Mauro, MD  &lt;br&gt; James B. Spies, MD</td>
</tr>
<tr>
<td>11:30 AM - 12:30 PM</td>
<td>The Toxic Faculty Member  &lt;br&gt; Faculty: Ronald L. Arenson, MD  &lt;br&gt; Valerie P. Jackson, MD  &lt;br&gt; Carolyn C. Meltzer, MD</td>
</tr>
<tr>
<td>12:30 PM</td>
<td>Adjourn</td>
</tr>
<tr>
<td>6:00 PM</td>
<td>Welcome Reception</td>
</tr>
</tbody>
</table>

### Saturday, September 24  PRACTICE MANAGEMENT

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 AM - 7:55 AM</td>
<td>Breakfast</td>
</tr>
<tr>
<td>7:55 AM - 8:00 AM</td>
<td>Announcements  &lt;br&gt; Moderator: Norman J. Beauchamp Jr, MD, MHS</td>
</tr>
<tr>
<td>8:00 AM - 8:45 AM</td>
<td>ABR Update  &lt;br&gt; Faculty: Renee L. Cruea, MPA  &lt;br&gt; Steven E. Seltzer, MD</td>
</tr>
<tr>
<td>8:45 AM - 9:30 AM</td>
<td>ACR Update: Accountable Care Organizations (ACOs)  &lt;br&gt; Faculty: Paul H. Ellenbogen, MD  &lt;br&gt; Harvey L. Nieman, MD</td>
</tr>
<tr>
<td>9:30 AM - 10:15 AM</td>
<td>Meaningful Use  &lt;br&gt; Faculty: Steven E. Seltzer, MD</td>
</tr>
<tr>
<td>10:15 AM - 10:45 AM</td>
<td>Break</td>
</tr>
</tbody>
</table>

### Sunday, September 25  RESEARCH AND EDUCATION

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 AM - 7:55 AM</td>
<td>Breakfast</td>
</tr>
<tr>
<td>7:55 AM - 8:00 AM</td>
<td>Announcements  &lt;br&gt; Moderator: Kathleen D. Eggli, MD</td>
</tr>
<tr>
<td>8:00 AM - 9:00 AM</td>
<td>Building Radiology Research  &lt;br&gt; Faculty: Gary J. Becker, MD  &lt;br&gt; James P. Borgstede, MD  &lt;br&gt; Jennifer Bosma, PhD  &lt;br&gt; N. Reed Dunnick, MD  &lt;br&gt; Duane G. Mezwa, MD</td>
</tr>
<tr>
<td>9:00 AM - 10:00 AM</td>
<td>Conflict of Interest  &lt;br&gt; Faculty: Charles A. Dietz Jr, MD  &lt;br&gt; N. Reed Dunnick, MD</td>
</tr>
<tr>
<td>10:00 AM - 10:30 AM</td>
<td>Break</td>
</tr>
<tr>
<td>10:30 AM - 11:30 AM</td>
<td>ABR Update  &lt;br&gt; Faculty: Gary J. Becker, MD  &lt;br&gt; James P. Borgstede, MD  &lt;br&gt; Jennifer Bosma, PhD  &lt;br&gt; N. Reed Dunnick, MD  &lt;br&gt; Duane G. Mezwa, MD</td>
</tr>
<tr>
<td>11:30 AM - 12:30 PM</td>
<td>Anticipated Impact of Health Care Reform on AMCs and Radiology Departments: Regional Perspectives  &lt;br&gt; Faculty: Ronald L. Arenson, MD  &lt;br&gt; Cherri L. Canon, MD  &lt;br&gt; Gerald D. Dodd III, MD  &lt;br&gt; N. Reed Dunnick, MD  &lt;br&gt; Jonathan B. Kruskal, MD, PhD</td>
</tr>
<tr>
<td>12:30 PM</td>
<td>Program Adjourns</td>
</tr>
</tbody>
</table>
Meeting Registration Form

STEP 1: CONTACT INFORMATION

First Name ____________________________________  Last Name _________________________________________ Degree ________________________

Name As It Should Appear on Badge (if different than above) ___________________________________________________________________________________

Institution _____________________________________________________________________________________________________________________________________

Street Address _______________________________________________________________________________________________________________________________________________________

City ________________________________________  State/Province _________________  ZIP/Postal Code ________________ Country __________________

E-mail ______________________________________________   Phone _____________________________   Fax ________________________________

Companion/Spouse Badge: First Name ___________________________________________________  Last Name _______________________________________

Emergency Contact Information (a person not attending the meeting with you)

Name _________________________________________________________________  Phone ______________________________________________

--- Check here if, under the Americans with Disabilities Act, you require accommodations or services in order to attend. You will be contacted by SCARD.

STEP 2: REGISTRATION FEES

Please check appropriate box(es) and enter total fee enclosed. Registration classification is subject to SCARD approval and rate change.

<table>
<thead>
<tr>
<th>Meeting Type</th>
<th>SCARD Member</th>
<th>Non-Member</th>
<th>Department Business Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCARD Fall Meeting</td>
<td>$410</td>
<td>$650</td>
<td>$340</td>
</tr>
<tr>
<td>For current and past chairs, business managers or any interested academic radiologist.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership and Management in Radiology Program</td>
<td>$300</td>
<td>$450</td>
<td>$250</td>
</tr>
<tr>
<td>For all radiologists (including chief residents) and business administrators for whom a major component of their responsibility is supervision of fellow physicians and staff.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Registration Fee</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

STEP 3: MEETING EVENTS

For SCARD Fall Meeting attendees only.

| Welcome Reception — Friday, September 23 | Yes, I Will Attend | Yes, My Companion/Spouse Will Attend |
| Dinner — Saturday, September 24         | Yes, I Will Attend | Yes, My Companion/Spouse Will Attend |
| SCARD Business Meeting/Luncheon —       | Yes, I Will Attend | N/A                                      |
| Saturday, September 24 (FOR CHAIRS ONLY)|                                      |

STEP 4: METHOD OF PAYMENT

Check # _____________  MasterCard  Visa
(payable to SCARD in U.S. funds drawn on a U.S. Bank**)
Credit Card Number _____________________________  Expiration Date _____________
Name on Card ________________________________________________  Cardholder’s Signature ________________

**By sending your check to us, you authorize SCARD to convert the check into an electronic funds transfer. Please be aware that your bank account may be debited as soon as the same day we receive your payment.

ONLINE
SCARDweb.org

FAX
1-630-571-7837

MAIL
SCARD
820 Jorie Blvd
Oak Brook, IL 60523

CANCELLATIONS:
All cancellations must be received in writing by September 9, 2011.
A $50.00 administrative fee will be charged per registration form refunded.
No refunds will be issued after September 9, 2011.

QUESTIONS: E-mail SCARD@rsna.org or call 1-630-368-3731.
**Hotel Reservation Form**

**SCARD Fall Meeting**
The Broadmoor, Colorado Springs, Colorado  
September 22 - 25, 2011  

**Hotel Reservation Deadline: Monday, August 22, 2011**

---

### STEP 1: CONTACT INFORMATION

First Name _____________________________________  Last Name _____________________________________  Degree__________________________

Institution ______________________________________________________________________________________

Street Address _____________________________________________________________________________________

City ________________________________________ State/Province _________________ ZIP/Postal Code _______________ Country ___________________

E-mail _____________________________________________ Phone ______________________________ Fax ______________________________________

---

### STEP 2: ACCOMMODATIONS

(Room rates are subject to a 9.4% tax and a 2.25% public improvement fee.)

- Single (One King Bed): $269.00
- Double (Two Double Beds): $269.00

Arrival Date _____________________________  Arrival Time ________________________________  Departure Date ________________

Person(s) Sharing My Room: First Name__________________________________ Last Name ______________________________________________________

Handicap Accessibility: My needs are _______________________________________________________________________________________________________

---

### STEP 3: ROOM DEPOSIT

Reservations must be guaranteed by credit card or check for a deposit equal to one night’s stay plus 9.4% tax.

Check # __________________  \[ Select one: \]
- American Express
- Diners Club
- Discover
- MasterCard
- Visa

Credit Card Number ________________  Expiration Date ________________

Name on Card _____________________________________________  Cardholder’s Signature ___________________________________________________________________________

---

Check-in time is 4:00 PM. Check-out time is 12:00 PM.

Hotel Reservation Deadline: August 22, 2011

Reservations made after the deadline will be taken on a space-available basis and the SCARD hotel rate cannot be guaranteed.

Cancellation Policy:
In order to avoid a cancellation/change fee of one night’s room and tax, all changes in arrival and/or departure dates or cancellations must be confirmed no later than **7 days prior to your date of arrival**. Be sure to ask for a cancellation number.

Confirmation:
If you provided your e-mail address above, the hotel will e-mail a confirmation after the reservation has been confirmed.

---

**ONLINE**
SCARDweb.org: click “Make a Hotel Reservation”

**CALL**
1-866-837-9520 or 1-719-577-5775 and inform the agent that you are part of the SCARD meeting to receive the special room rate.

**FAX**
1-719-577-5738

**MAIL**
The Broadmoor  
Attn: Group Reservations  
1 Lake Avenue  
Colorado Springs, Colorado 80906
2011 SCARD Fall Meeting and Leadership and Management in Radiology Program

In Joint Sponsorship with the Radiological Society of North America

THE BROADMOOR