SCARD
Society of Chairs of Academic Radiology Departments

Leadership and Management in Radiology Program
In Joint Sponsorship with the Radiological Society of North America

October 4 – 5, 2012
Fairmont Pacific Rim
Vancouver, British Columbia
Canada
Final Program.............................................................................................................1

Attendee List...........................................................................................................16
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
- LM Leadership and 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 strategems 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.
Society of Chairs of Academic Radiology Departments

Leadership and Management in Radiology Program
Fairmont Pacific Rim, Vancouver, BC, Canada
October 4-5, 2012

Program Schedule (current as of September 10, 2012)

Thursday, October 4, 2012

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:30 PM</td>
<td>Box lunches will be available for pre-registered program attendees.</td>
</tr>
<tr>
<td>12:55</td>
<td>Welcome and Announcements</td>
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<td></td>
<td>Moderator: Norman J. Beauchamp Jr., MD, MHS</td>
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<tr>
<td>1:00 PM – 1:45 PM</td>
<td>Faculty Development: The Chair’s Most Important Job</td>
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<td></td>
<td>AMA PRA Category 1 Credit™: 0.75</td>
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<tr>
<td></td>
<td>Faculty: Kathleen D. Eggli, MD</td>
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Learning Objectives:

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.
Thursday, October 4, 2012 (continued)                    Content Code(s)

1:45 PM – 2:15 PM

**How to Motivate Junior Faculty**  
AMM PRA Category 1 Credit™: 0.50

Faculty:  Steven E. Seltzer, MD

Learning Objectives:

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**  
AMM PRA Category 1 Credit™: 0.75

Faculty:  Alexander M. Norbash, MD*

Learning Objectives:

1. Recognize the differences between leadership and management, and the essential role both play in radiology chairmanship.
2. Recognize various methods of management styles, including advantages and disadvantages of each.
3. Analyze examples of provided leadership theories, and how such theories can be applied to your leadership and management strategy.
3:00 PM – 3:15 PM

Break
Location: Star Sapphire Ballroom Foyer

3:15 PM – 4:00 PM

How to Fire Someone

AMA PRA Category 1 Credit™: 0.75

Faculty: Alexander M. Norbash, MD*

Learning Objectives:

1. Understand the strategic and process-based approach to dismissing faculty.
2. Prospectively recognize examples and categories of faculty behavior and organizational needs which may result in dismissal proceedings.
3. Understand the documentary requirements for managers considering faculty dismissal procedures.

4:00 PM – 4:45 PM

Communication Skills

AMA PRA Category 1 Credit™: 0.75

Faculty: Jonathan S. Lewin, MD*

Learning Objectives:

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.

*= Author disclosure appears in disclosure index.
4:45 PM – 5:15 PM

**Accounts Receivable: Getting Paid for The Work You Do**

**AMA PRA Category 1 Credit™:** 0.50

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

**Learning Objectives:**

1. Identify the importance of accounts receivable management to the success of a radiology practice.

2. Describe the key parameters for monitoring accounts receivable management performance.

3. Utilize effectively approaches to optimize accounts receivable management performance.

**Adjourn**
Friday, October 5, 2012

GENERAL SESSION
Location: Star Sapphire Ballroom A

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

AMa PRA Category I Credit™: 1.00

Faculty: Carolyn C. Meltzer, MD

Learning Objectives:

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.
2:00 PM – 3:00 PM

The Chairman as Entrepreneur  

*AMA PRA Category 1 Credit™: 1.00*

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

**Learning Objectives:**

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: Star Sapphire Ballroom Foyer
3:15 PM – 3:45 PM

**How to Not Lose Any Argument Through Dialectic**  
*AMA PRA Category 1 Credit™: 0.50*

Faculty: *Stephen R. Baker, MD*

**Learning Objectives:**

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.
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Friday, October 5, 2012 (continued)

3:45 PM – 5:00 PM

Leadership: Ten Case Studies
AMA PRA Category 1 Credits™:  1.25

Faculty:  Stephen R. Baker, MD*

Learning Objectives:

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
Society of Chairs of Academic Radiology Departments
LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM
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Faculty List

Program Chair

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William G. Bradley Jr., MD, PhD
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Jonathan S. Lewin, MD
Johns Hopkins Hospital
Baltimore, MD

Carolyn C. Meltzer, MD
Emory University
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Alexander M. Norbash, MD
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Steven E. Seltzer, MD
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Disclosure Index

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    Researcher, General Electric Company

Jonathan S. Lewin, MD
    Founder, Peake Healthcare Innovations
    Board Member, Peake Healthcare Innovations

Alexander M. Norbash, MD
    Co-founder, Boston Imaging Core Laboratories, LLC
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