SCARD
Society of Chairs of Academic Radiology Departments

Fall Meeting

In Joint Providership with the Radiological Society of North America

September 29 – October 1, 2016
Westin Annapolis
Annapolis, Maryland
A SPECIAL THANK YOU to
FUJIFILM Medical Systems, USA, Inc.
for an unrestricted educational grant
in support of the SCARD 2016 Fall Meeting
Accreditation and Designation Statement
This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint providership 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 13.50 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 emailed 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
LM  Leadership & Management
PR  Professionalism (Including Ethics)
SQ  Safety & Quality
US  Ultrasound
2016 SCARD Fall Meeting

Target Audience
Radiologists holding appointments in academic medical centers and engaged in research and teaching as well as clinical practice.

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

1. Demonstrate understanding of the organizational and financial challenges that face academic radiology.
2. Assess and apply new rules and regulations regarding ethical, professional, and institutional behavior.
3. Describe how healthcare reform might impact academic radiology.
4. Demonstrate understanding of regulations regarding residency and fellowship training.
5. Identify and discuss managerial problems and solutions.
6. Describe various academic radiology compensation plans.
7. Demonstrate understanding of current information technology and social media applications for the field of radiology.

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.
Thursday, September 29, 2016

7:00 AM – 7:55 AM  Breakfast
Location: Capitol A/B

SCARD General Session
Location: Capitol D

7:55 AM – 8:00 AM  Welcome
Jonathan S. Lewin, MD

8:00 AM – 11:30 AM  Collective Learning
AMa PRA Category 1 Credit™: 3.25
Moderator: Cheri L. Canon, MD

Learning Objectives:
1. List current and anticipated challenges in radiology.
2. Analyze possible solutions for these challenges.
3. Identify opportunities to collaborate with other radiology professional societies.

8:00 AM – 8:30 AM  AAARAD Survey
Faculty: Sherry C. Elliott, MBA

8:30 AM – 9:00 AM  Funds Flow
Faculty: Ronald L. Arenson, MD

* Author disclosure appears in Disclosure Index
9:00 AM – 9:45 AM  
**Academy of Radiology Research Update with Focus on the National Cancer Moon Shot Initiative and Academic Radiology**

Faculty:  
Renee L. Cruea  
Mitchell D. Schnall, MD, PhD

9:45 AM – 10:00 AM  
**Break**

10:00 AM – 10:20 AM  
**The Medical Student Pipeline**

Faculty:  
Cheri L. Canon, MD  
James A. Brink, MD

**Learning Objectives:**
1. Review the current statistics for medical student recruitment into diagnostic radiology residency programs.
2. Consider various techniques for recruiting a diverse medical student workforce into diagnostic radiology residency programs.
3. Explore various ways in which organized radiology can help attract medical students to pursue a career in diagnostic radiology.

10:20 AM – 10:40 AM  
**Brookings Institute Report**

Faculty:  
Steven E. Seltzer, MD

**Learning Objectives:**
1. Review the history and current activities of the Brookings Institution in Washington DC.
2. Describe the make-up of the Brookings Center for Health Policy.
3. Describe the development of a proposal for a pilot program population management and alternative payments mechanisms in radiology.
10:40 AM – 11:00 AM  
**Registries**

Faculty: *James B. Spies, MD, MPH*

11:00 AM – 11:30 AM  
**Society Update: ACR**

Faculty: *James A. Brink, MD*

*Learning Objectives:*
1. Identify current activities within the ACR’s core areas of influence.
2. Discuss how best to comply with MACRA requirements, leveraging ACR resources.
3. Compare the value of membership in the ACR, from the perspective of the academic radiology department chair.

11:30 AM  
**Adjourn**

6:00 PM  
**SCARD/SCORCH Welcome Reception**
2016 SCARD Fall Meeting  
Friday, September 30, 2016

7:00 AM – 7:55 AM
SCARD/SCORCH Breakfast  
Location: Capitol A/B

**SCARD/SCORCH General Session**  
Location: Capitol D

7:55 AM – 8:00 AM
Announcements
Alexander Norbash, MD*  
Stephen F. Simoneaux, MD

8:00 AM – 9:40 AM
Creating Successful Systems: Financial Considerations  
AMA PRA Category 1 Credit™: 1.75

Moderator: Alexander Norbash, MD*

**Learning Objectives:**
1. Recognize the justification method for departmental financial investments in quality and safety.
2. Promote the teaching mission in the face of productivity pressures with diminishing margins.
3. Recognize approaches to creating and preserving brand identity in the face of departmental and service expansion.

8:00 AM – 8:20 AM
Consulting Service Report

Faculty: Alexander Norbash, MD*

**Learning Objectives:**
1. Describe one formal approach for radiology departments to learn best practices from each other.
2. Envision the structure and function of a departmental review mechanism supported by one professional radiological organization.
3. Recognize how to optimize organized mentoring to better serve new and existing departments chairs.

* Author disclosure appears in Disclosure Index
8:20 AM – 8:40 AM  The Costs of Quality and Safety

Faculty: Lane F. Donnelly, MD

Learning Objectives:
1. Describe the importance of the relationship between operations and quality.
2. Apply quality concepts in radiology operations.
3. Assess whether asking the cost of quality is the right question.

8:40 AM – 9:00 AM  Supporting the Teaching Mission

Faculty: Kristen K. DeStigter, MD*

Learning Objectives:
1. Demonstrate understanding of the organizational challenges that affect the teaching mission.
2. Demonstrate understanding of the financial challenges that affect the teaching mission.
3. Describe the financial considerations needed to support a modern radiology residency program.

9:00 AM – 9:40 AM  Expansion Strategies

Faculty: Neil M. Rofsky, MD
  Mitchell D. Schnall, MD, PhD
  Reed A. Omary, MD, MS*
  Jules H. Sumkin, DO*

Learning Objectives:
1. Describe how to balance incentives in an academic medical center comprised of both community and academic radiologists.
2. Demonstrate the challenges of maintaining the academic mission while acquiring community hospitals. Identify acquisition strategies for new community practices.
3. Demonstrate an understanding of managing workflow in diverse community practices in an academic medical center.
4. State several overt risks and benefits to expanding the imaging enterprise.
5. Prioritize departmental core values as a ‘fit’ tool when considering expansion options.
6. Leverage examples of challenges faced in expansion efforts to better assess of your opportunities.
2016 SCARD Fall Meeting
Friday, September 30, 2016 (continued)  Content Code(s)

9:40 AM – 10:10 AM  Break

10:10 AM – 12:30 PM  Challenges Requiring Solutions  LM
AMA PRA Category 1 Credit™: 2.25
Moderator: Jonathan S. Lewin, MD

Learning Objectives:
1. Recognize the potential for implementing subspecialty 24/7 radiology through pediatric and neuroradiology examples.
2. Identify different strategic and financial approaches in formulating and justifying 24/7 imaging services in a variety of academic radiology departments.
3. Describe the pitfalls encountered by institutions that have implemented 24/7 radiology.

10:10 AM – 10:50 AM  Subspecialty 24/7
Faculty: Jules H. Sumkin, DO*
Brian D. Coley, MD*

10:50 AM – 11:30 AM  24/7 Panel
Faculty: Raymond S. Dougherty, MD
Steven E. Seltzer, MD*
Hani H. Abujudeh, MD
Daniel J. Podberesky, MD*
Alexander Norbash, MD*

11:30 AM – 12:30 PM  Next Generation Peer Review
Faculty: Jonathan B. Kruskal, MD, PhD*
H. Benjamin Harvey, MD, JD
Richard E. Heller III, MD

Learning Objectives:
1. Identify alternative methods of peer review, including “consensus-oriented group review” (COGR).
2. Define past performance of COGR at a single institution.
3. Identify the pros and cons of COGR in various practice settings.

* Author disclosure appears in Disclosure Index
SCARD General Session:
Location: Capitol D

12:30 PM – 2:00 PM  SCARD Business Meeting/Luncheon
                        Location: Capitol A/B

2:15 PM – 2:30 PM  History of SCARD
                        Faculty:  N. Reed Dunnick, MD

2:30 PM – 5:00 PM  Improving Patient, Physician, and Chair Experiences
                        LM, PR
                        AMA PRA Category 1 Credit™: 2.50
                        Moderator:  Carolyn C. Meltzer, MD

Learning Objectives:
1. Identify best practices for supporting academic time for radiologist faculty.
2. Recognize the relevance of the patient experience in radiology and continuously improve upon patient-centered care models.
3. Apply strategies for effective implementation of electronic decision support as part of an overall plan to optimize imaging utilization.
4. Critically evaluate investments in molecular imaging clinical research programs.

* Author disclosure appears in Disclosure Index
Patient Experience

Faculty: Robert J. Min, MD, MBA
James V. Rawson, MD

Learning Objectives:
1. Describe the driving forces behind improving patient experience.
2. Cite examples of how departments of radiology have addressed patient experience challenges.
3. Apply new process, programs and other opportunities to improve patient experience.

Protecting the Academic Day

Faculty: Cheri L. Canon, MD

Learning Objectives:
1. Identify threats to protect academic time.
2. Analyze programs/processes to protect academic time.
3. Describe challenges with equitable distribution of academic time.

Unfunded Research Time and Gap Funding

Faculty: Carolyn C. Meltzer, MD

Learning Objectives:
1. Identify best practices for recruitment, retention, and accountability of researcher and clinician-investigator faculty.
2. Develop innovative approaches to supporting academic radiology faculty engaged in clinical research.
3. Apply strategies for leveraging external and internal resources to support of radiology research.
4. Evaluate viability of various models of research support for their institution.
2016 SCARD Fall Meeting
Friday, September 30, 2016 (continued)  

4:00 PM – 4:40 PM  
**Decision Support Implementation**

Faculty: *E. Kent Yucel, MD*

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

**Learning Objectives:**
1. Identify the differences between the AC and ACR Select.
2. Describe the structure and development of AC.
3. Describe how AC transitions into ACR Select.
4. Recognize the role of the Rapid Response Committee as Mediator between AC and ACR Select.

4:40 PM – 5:00 PM  
**PET/CT, PET/MRI, and Cyclotrons: Making Them All Assets**

Faculty: *Richard L. Wahl, MD*

**Learning Objectives:**
1. Describe the costs of acquisition and operation of PET/MRI, PET/CT and medical cyclotrons.
2. Describe the methods to generate revenues from each of these devices which can offset some of their expenses.
3. Describe the methods to reduce acquisition costs, such as NIH shared instrumentation grants and risks/benefits of such funding.
4. Recognize opportunities for joint ventures to mitigate risks.
5. Identify operation of service centers in an NIH compliant manner.

5:00 PM  
**Adjourn**

6:30 PM  
**SCARD Dinner**

*Location: Governor Calvert House*

* Author disclosure appears in Disclosure Index
7:00 AM – 7:55 AM  Breakfast  
Location: Capitol A/B

SCARD General Session  
Location: Capitol D

7:55 AM – 8:00 AM  Announcements  
Alexander Norbash, MD *

8:00 AM – 10:25 AM  Elevating Our Vision  
AMA PRA Category 1 Credit™: 2.50

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

8:00 AM – 9:00 AM  Society Update: ABR and MOC

Faculty:  Valerie P. Jackson, MD  
Vincent P. Mathews, MD  
M. Elizabeth Oates, MD

Learning Objectives:
1. Describe the latest improvements in ABR Maintenance of Certification.
2. Identify pathways to subspecialty certification in Nuclear Radiology.
3. Demonstrate understanding of future changes in Part 3 (cognitive assessment) of MOC.

★ Author disclosure appears in Disclosure Index
9:00 AM – 9:45 AM  Mentoring Systems

Faculty:  Norman J. Beauchamp Jr., MD, MHS*
          Steven E. Seltzer, MD*

**Learning Objectives:**
1. Indicate the importance of mentoring in professional development.
2. Identify the options for organizing mentoring programs in radiology departments.
3. Define the means to assess the effectiveness of such programs.

9:45 AM – 10:25 AM  Point/Counterpoint

Promoting the Department

Faculty:  Neil M. Rofsky, MD

**Learning Objectives**
1. Describe the rationale and an approach to codify your measures of success.
2. Describe the value of championing health system initiatives.
3. Articulate strategies to deal with administration when challenging demands are placed on the department.

Promoting the Institution

Faculty:  Jonathan S. Lewin, MD

**Learning Objectives:**
1. Describe what is required to establish and lead the achievement of departmental goals that support and advance the goals of the institution.
2. Partner with the clinical leadership team to ensure high-quality, innovative and value-driven health system operations.
3. Foster communication and collaboration among the department, the health system, the institution, and people it serves.

10:25 AM – 10:40 AM  Break
10:40 AM – 12:00 PM  
**Dealing with Change**  
*AMA PRA Category 1 Credit™: 1.25*

Moderator:  *James V. Rawson, MD*

10:40 AM – 11:00 AM  
**Dealing with Watson**

Faculty:  *Mark H. Michalski, MD*

*Learning Objectives:*
1. Recognize basic concepts, recent advances and current trends within machine learning and artificial intelligence.
2. Explore current and future applications empowered by computer vision and clinical data science in diagnostic radiology.
3. Consider ways to harness recent advances in machine learning and artificial intelligence for the benefit of our patients and our profession.

11:00 AM – 11:20 AM  
**What to Do with Ultrasound**

Faculty:  *John J. Cronan, MD*

*Learning Objectives:*
1. Describe the current status of ultrasound in the medical community.
2. Identify the goals and needs of point of care ultrasound practitioners.
3. Describe how a medical board can address the issue of ultrasound credentialing for healthcare providers from different medical specialties.
4. Recognize the variables of documentation and reporting in the point of care world.

11:20 AM – 11:40 AM  
**Bonus Systems**

Faculty:  *N. Reed Dunnick, MD*

*Learning Objectives:*
1. Describe the objective for having a bonus system.
2. Recognize that bonus plans can be performance based or equally distributed to all participants.
3. Identify the many different metrics that can be used to a performance based plan.
4. Recognize the tendency for faculty to “game” the system.
11:40 AM – 12:00 PM  Realistic Dashboards and Scorecards

Faculty:  Hani H. Abujudeh, MD

Learning Objectives:
1. Describe what dashboards and scorecards are.
2. Discuss basics of setting up a radiology dashboard.
3. Assemble metrics to be used in a radiology dashboard.

12:00 PM  Adjourn
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<tr>
<th>Name</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>Hani H. Abujudeh, MD</td>
<td>Cooper University Hospital</td>
<td>Camden, NJ</td>
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<td>Ronald L. Arenson, MD</td>
<td>University of California San Francisco</td>
<td>San Francisco, CA</td>
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<td>Norman J. Beauchamp, Jr., MD, MHS</td>
<td>University of Washington HSC</td>
<td>Seattle, WA</td>
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<td>Massachusetts General Hospital</td>
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<td>Brian D. Coley, MD</td>
<td>Cincinnati Childrens Hospital Medical Center</td>
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<td>John J. Cronan, MD</td>
<td>Rhode Island Hospital</td>
<td>Providence, RI</td>
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<td>Renee L. Cruea</td>
<td>Academy of Radiology Research</td>
<td>Washington, DC</td>
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<td>Kristen K. DeStigter, MD</td>
<td>University of Vermont Medical Center</td>
<td>Burlington, VT</td>
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<td>Lane F. Donnelly, MD</td>
<td>Texas Children Hospital</td>
<td>Houston, TX</td>
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<td>Sacramento, CA</td>
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<td>Valerie P. Jackson, MD</td>
<td>American Board of Radiology</td>
<td>Tucson, AZ</td>
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<td>Jonathan B. Kruskal, MD, PhD</td>
<td>Beth Israel Deaconess Medical Center</td>
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<td>New York Presbyterian Hospital</td>
<td>New York, NY</td>
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<td>M. Elizabeth Oates, MD</td>
<td>University of Kentucky</td>
<td>Lexington, KY</td>
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<td>Reed A. Omary, MD, MS</td>
<td>Vanderbilt University Medical Center</td>
<td>Nashville, TN</td>
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<td>James V. Rawson, MD</td>
<td>Medical College of Georgia</td>
<td>Augusta, GA</td>
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2016 SCARD Fall Meeting
Faculty List (continued)

Program Chair
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University of California San Diego
San Diego, CA

Neil M. Rofsky, MD
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Richard L. Wahl, MD
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St. Louis, MO

E. Kent Yucel, MD
Tufts Medical Center
Boston, MA
<table>
<thead>
<tr>
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<tr>
<td>Norman J. Beauchamp Jr., MD, MHS</td>
<td>Research Grant, Koninklijke Philips NV</td>
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<td>Cheri L. Canon, MD</td>
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<td>Kristen K. DeStigter, MD</td>
<td>Medical Advisory Board, Koninklijke Philips NV Luminary, McKesson Corporation</td>
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<td>Research Collaboration, Koninklijke Philips NV</td>
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<td>Jonathan B. Kruskal, MD, PHD</td>
<td>Author, UpToDate, Inc.</td>
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<td>Mark H. Michalski, MD</td>
<td>Medical Advisor, Butterfly Network, Inc</td>
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<td>Alexander Norbash, MD</td>
<td>Consultant, Stryker Corporation, Shareholder, Boston Imaging Core Laboratories, LLC</td>
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<td>Co-Founder, IORAD LLC</td>
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<td>Steven E. Seltzer, MD</td>
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<td>Advisory Board, Boston Scientific Corporation</td>
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<td>Consultant, Nihon Medi-Physics Co, Ltd</td>
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2016 SCARD Fall Meeting

Notes
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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.

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.

President: Jonathan S. Lewin, MD
President-Elect: Alexander Norbash, MD
Secretary-Treasurer: Cheri L. Canon, MD
Immediate Past President: Norman J. Beauchamp, Jr., MD, MHS
Councilors: Thomas M. Grist, MD, Carolyn C. Meltzer, MD, James V. Rawson, MD
<table>
<thead>
<tr>
<th>Year</th>
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<tbody>
<tr>
<td>1967-68</td>
<td>William B. Seaman, MD*</td>
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<td>1968-69</td>
<td>Alexander Margulis, MD</td>
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<td>1969-70</td>
<td>Sidney W. Nelson, MD*</td>
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<td>Herbert L. Abrams, MD</td>
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<td>James E. Youker, MD</td>
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<td>Eugene C. Klatte, 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>1975-76</td>
<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>David G. Bragg, MD</td>
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<td>1981-82</td>
<td>A. Everette James, Jr., MD</td>
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<td>1982-83</td>
<td>Richard E. Buenger, MD*</td>
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<td>Charles E. Putman, MD*</td>
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<td>Lee F. Rogers, MD</td>
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<td>Melvyn H. Schreiber, MD</td>
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<td>Stanley Baum, MD</td>
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<td>Joseph E. Whitley, MD*</td>
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<td>Albert A. Moss, MD</td>
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<td>1994-95</td>
<td>Philip O. Alderson, MD</td>
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<td>1995-96</td>
<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>1999-00</td>
<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>2002-04</td>
<td>Theron W. Ovitt, MD</td>
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<td>2004-06</td>
<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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<td>2010-12</td>
<td>Steven E. Seltzer, MD</td>
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<td>2012-14</td>
<td>Valerie P. Jackson, MD</td>
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<tr>
<td>2014-16</td>
<td>Norman J. Beauchamp Jr., MD, MHS</td>
</tr>
</tbody>
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*Deceased*
**Future Meeting Dates**

**AUR**  
May 8 - 11, 2017  
The Diplomat Resort and Spa  
Hollywood, FL

**SCARD**  
October 12 - 14, 2017  
Hotel Del Coronado  
Coronado, CA

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