

# **SCARD**

***Society of Chairs of Academic Radiology Departments***

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

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

**October 11 - 12, 2017**

**Hotel del Coronado**

**Coronado, California**



*Society of Chairs of Academic Radiology Departments*

## **2017 SCARD LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM**

Hotel del Coronado, Coronado, CA

October 11-12, 2017

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

### **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 7.50 *AMA PRA Category 1 Credits*<sup>™</sup>. 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*<sup>™</sup>.

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:

LM      Leadership & Management

# 2017 SCARD LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM

## Target Audience

This two-day course is designed for all radiologists, including chief residents, and business administrators for whom a major component of their responsibility is supervision of fellow physicians and staff.

## Learning Objectives

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

1. Discuss change management techniques and their applications to radiology.
2. Describe with the use of informatics and data analytics for process improvement in radiology.
3. Describe practical techniques for team building in a diverse workforce.
4. Implement best practices in recruiting, developing, and sustaining faculty in academic radiology.
5. Understand how clinical revenue is generated in a department and list approaches for using financial success to achieve departmental goals.

## 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.

## ARLM

The Academy of Radiology Leadership and Management (ARLM) is sponsored by five participating radiology education societies: AAARAD, ARRS, AUR, RSNA, and SCARD. Launched in 2011, ARLM helps medical imaging professionals focus their professional development by requiring completion of education across six different learning domains. ARLM awards a Certificate of Achievement upon completion. Select sessions at this meeting offer ARLM credit. Please visit the registration desk to learn more.

# 2017 SCARD LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM

**Program Schedule** (current as of September 6, 2017)

**Wednesday, October 11, 2017**

**Content Code(s)**

## General Session

Location: Wilder Complex

12:30 PM – 1:00 PM

**Lunch**

12:55 PM – 1:00 PM

**Welcome**

1:00 PM – 1:45 PM

**Managing Changes and Transformations: An Interactive Case Approach** LM  
AMA PRA Category 1 Credit™: 0.75

*James V. Rawson, MD*

**Learning Objectives:**

1. Apply change management models to challenges in radiology.
2. Discuss reasons why projects fail.
3. Review different models of process improvement.

1:45 PM – 2:15 PM

**Transitional Leadership** LM  
AMA PRA Category 1 Credit™: 0.50

*Alexander Norbash, MD*

**Learning Objectives:**

1. Explain the definition of transitional leadership, as applied to the transitioning individual or transitioning organization.
2. Recognize a method driven approach to gaining a set of skills and experiences that would be beneficial to one's future leadership growth.
3. Describe the value of mentoring and formal training where leadership is concerned.

2:15 PM – 3:00 PM

**Dealing with Disruptive People** LM  
AMA PRA Category 1 Credit™: 0.75

*Valerie P. Jackson, MD*

**Learning Objectives:**

1. Discuss how to recognize people with disruptive behavior.
2. Determine appropriate management strategies.
3. Describe potential methods to avoid hiring disruptive people.

3:00 PM – 3:15 PM

**Break**

# 2017 SCARD LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM

Wednesday, October 11, 2017 (continued)

Content Code(s)

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3:15 PM – 4:00 PM

## Informatics from a Clinical Operations Standpoint

LM

AMA PRA Category 1 Credit™: 0.75

*Michael P. Recht, MD*

### **Learning Objectives:**

1. Discover methods to obtain real time metrics for radiology department operations.
2. Discuss strategies for disseminating metrics and dashboards throughout the department in a non-threatening manner.
3. Develop methods to determine KPIs that are measurable and meaningful for all three missions of an academic department.

4:00 PM – 5:00 PM

## Faculty Recruitment and Retention

LM

AMA PRA Category 1 Credit™: 1.00

*Thomas M. Grist, MD\**

### **Learning Objectives:**

1. Describe helpful strategies for success at three phases of recruitment, including search and screen, initial visits, and closing the deal.
2. Develop an approach to enlisting the support of your department, the medical school, and your healthcare enterprise for retaining your successful faculty.
3. Identify characteristic signs of burnout in existing faculty and develop strategies to prevent loss of effective faculty due to burnout.

5:00 PM

## Adjourn

**General Session**

Location: Wilder Complex

12:30 PM – 1:00 PM

**Lunch**

1:00 PM – 2:00 PM

**Team Building: Effective Teamwork**

**LM**

*AMA PRA Category 1 Credit™: 1.00*

*Bradley Gleichman, MBA*

*Edward Smith, MHSA*

***Learning Objectives:***

1. Identify management problems that are best addressed through a coordinated effort by faculty.
2. Identify alternative ways to motivate and inspire faculty participation and support of priority initiatives and departmental goals.
3. Clarify role of the Chairman and other faculty leaders in the initiative.
4. Determine when financial or other incentives are appropriate and effective for faculty support and participation and when a clinical section/specialty can be incentivized.
5. Describe the importance of tracking and reporting progress toward targets or goals.
6. Assess the outcome of an initiative that requires team work and effort to achieve.

2:00 PM – 3:00 PM

**Analytics in Radiology in the Era of Value-based Care**

**LM**

*AMA PRA Category 1 Credit™: 1.00*

*Woojin Kim, MD\**

***Learning Objectives:***

1. Define the importance and role analytics play in radiology.
2. Examine how analytics can be used to improve quality and lower cost in the value-based care era.
3. Examine real-life radiology analytics success stories.

3:00 PM – 3:15 PM

**Break**

# 2017 SCARD LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM

Thursday, October 12, 2017 (continued)

Content Code(s)

3:15 PM – 4:00 PM

## Finance 101

LM

AMA PRA Category 1 Credit™: 0.75

*Dan R. Crawley, Jr, MBA, RT*

### **Learning Objectives:**

1. Identify how to best maximize the clinical revenue to support the mission.
2. Describe how examples of how clinical FTE as a percentage of the overall FTE can affect your bottom line.
3. Assess the overall revenue cycle process from start to finish.
4. Identify how work RVU's are calculated.
5. Describe how days in Accounts Receivable is important.

4:00 PM – 5:00 PM

## Working with Millennials

LM

AMA PRA Category 1 Credit™: 1.00

*Reed A. Omary, MD, MS*

### **Learning Objectives:**

1. Define the years of birth that comprise the millennial generation.
2. Explain the difference between social and geographic proximity.
3. List at least one difference between millennials and other generations.

5:00 PM

## Adjourn

# 2017 SCARD LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM

## Faculty List

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### Program Chair

Thomas M. Grist, MD  
University of Wisconsin School of Medicine & Public Health  
Madison, WI

Dan R. Crawley, Jr, MBA, RT  
University of Texas Southwestern Medical Center  
Dallas, TX

Bradley Gleichman, MBA  
University of Oklahoma HSC  
Oklahoma City, OK

Valerie P. Jackson, MD  
American Board of Radiology  
Tucson, AZ

Woojin Kim, MD  
Nuance Communications  
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Alexander Norbash, MD  
University of California San Diego  
San Diego, CA

Reed A. Omary, MD, MS  
Vanderbilt University Medical Center  
Nashville, TN

James V. Rawson, MD  
Medical College of Georgia at Augusta  
Augusta, GA

Michael P. Recht, MD  
New York University Medical Center  
New York, NY

Edward Smith, MHSA  
University of Washington  
Seattle, WA



# 2017 SCARD LEADERSHIP AND MANAGEMENT IN RADIOLOGY PROGRAM

## Disclosure Index (as of August 25, 2017)

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Thomas M. Grist, MD

Institutional Research Support, General Electric Company;  
Institutional Research Support, Bracco Group; Stockholder,  
Elucent Medical

Woojin Kim, MD

Chief Medical Information Officer, Nuance Communications



