### Sunday, December 01, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Code</th>
<th>Room</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:30-10:15 AM</td>
<td>PS10</td>
<td>Arie Crown Theater</td>
<td>Opening Session</td>
</tr>
<tr>
<td>02:00-03:30 PM</td>
<td>RC102</td>
<td>E350</td>
<td>What's New from the Radiology Residency Review Committee: Milestones, New for 2013</td>
</tr>
<tr>
<td>02:00-03:30 PM</td>
<td>RC116</td>
<td>S102D</td>
<td>RSNA Educational Programs Around the World: An International Forum (Sponsored by the RSNA Committee on Interna...</td>
</tr>
</tbody>
</table>

### Monday, December 02, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Code</th>
<th>Room</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:30-10:00 AM</td>
<td>RC202</td>
<td>S502AB</td>
<td>Teaching Leadership Strategies to Residents for Future Health Care Challenges</td>
</tr>
<tr>
<td>08:30-10:00 AM</td>
<td>RC216</td>
<td>E450B</td>
<td>Vignette-based 'Disclosure of Medical Error in Radiology' (Sponsored by the RSNA Professionalism Committee) (An Interac...</td>
</tr>
<tr>
<td>08:30-10:00 AM</td>
<td>RC332</td>
<td>S404CD</td>
<td>Change Management in Radiology</td>
</tr>
<tr>
<td>04:30-06:00 PM</td>
<td>RC427</td>
<td>S104A</td>
<td>Aligning Incentives between the Physician Practice and the Hospital: Finding the Win:Win</td>
</tr>
<tr>
<td>04:30-06:00 PM</td>
<td>RC342</td>
<td>S504AB</td>
<td>Value-Added Initiatives for a Healthcare System</td>
</tr>
</tbody>
</table>

### Tuesday, December 03, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Code</th>
<th>Room</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:30-10:00 AM</td>
<td>RC316</td>
<td>E450B</td>
<td>The Aging Radiologist: How to Cope, When to Quit (Sponsored by the RSNA Professionalism Committee) (An Interact...</td>
</tr>
<tr>
<td>08:30-10:00 AM</td>
<td>RC527</td>
<td>S404CD</td>
<td>Critical Issues Facing the Profession of Radiology: An ACR Leadership Perspective (In Conjunction with the Ame...</td>
</tr>
<tr>
<td>08:30-10:00 AM</td>
<td>RC532</td>
<td>S403B</td>
<td>Managing Conflicts of Interest</td>
</tr>
<tr>
<td>01:30-05:30 PM</td>
<td>SPHA41</td>
<td>S103AB</td>
<td>Hospital Administrators Symposium</td>
</tr>
</tbody>
</table>

### Wednesday, December 04, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Code</th>
<th>Room</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:30-10:00 AM</td>
<td>RC502</td>
<td>E353A</td>
<td>What's New from the American Board of Radiology</td>
</tr>
<tr>
<td>08:30-10:00 AM</td>
<td>RC527</td>
<td>S404CD</td>
<td>Service Excellence in Radiology (Sponsored by the RSNA Professionalism Committee) (An Interactive Session)</td>
</tr>
<tr>
<td>03:00-04:00 PM</td>
<td>SPSH55</td>
<td>Room: N229</td>
<td>From Irene to Sandy: How to Keep a Digital Department Running during a Natural Disaster</td>
</tr>
<tr>
<td>04:30-06:00 PM</td>
<td>RC702</td>
<td>S404AB</td>
<td>Mind Your Own Business! Required Business Skills for Your First Job</td>
</tr>
<tr>
<td>04:30-06:00 PM</td>
<td>RC724</td>
<td>S403A</td>
<td>Professionalism and the Radiology Trainee</td>
</tr>
<tr>
<td>04:30-06:00 PM</td>
<td>RC727</td>
<td>S103CD</td>
<td>From Research to Reimbursement: The Story of CT Colonography and What It Teaches Us about Healthcare Payment P...</td>
</tr>
</tbody>
</table>

### Thursday, December 05, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Code</th>
<th>Room</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:00-09:00 AM</td>
<td>MSRT51</td>
<td>N230</td>
<td>ASRT@RSNA 2013: Moving Towards Best Practice: Developing National Guidelines through a Collaborative Approach</td>
</tr>
<tr>
<td>08:30-10:00 AM</td>
<td>RC616</td>
<td>E450B</td>
<td>Service Excellence in Radiology (Sponsored by the RSNA Professionalism Committee) (An Interactive Session)</td>
</tr>
<tr>
<td>03:00-04:00 PM</td>
<td>SPSH55</td>
<td>Room: N229</td>
<td>From Irene to Sandy: How to Keep a Digital Department Running during a Natural Disaster</td>
</tr>
<tr>
<td>04:30-06:00 PM</td>
<td>RC702</td>
<td>S404AB</td>
<td>Mind Your Own Business! Required Business Skills for Your First Job</td>
</tr>
<tr>
<td>04:30-06:00 PM</td>
<td>RC724</td>
<td>S403A</td>
<td>Professionalism and the Radiology Trainee</td>
</tr>
<tr>
<td>04:30-06:00 PM</td>
<td>RC727</td>
<td>S103CD</td>
<td>From Research to Reimbursement: The Story of CT Colonography and What It Teaches Us about Healthcare Payment P...</td>
</tr>
</tbody>
</table>

### Friday, December 06, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Code</th>
<th>Room</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:30-10:00 AM</td>
<td>RC826</td>
<td>E350</td>
<td>The Use of Business Analytics for Improving Radiology Operations, Quality, and Clinical Performance (In Associ...</td>
</tr>
<tr>
<td>08:30-10:00 AM</td>
<td>RC827</td>
<td>S504AB</td>
<td>Consumerism and Radiology</td>
</tr>
<tr>
<td>08:30-10:00 AM</td>
<td>RC832</td>
<td>S502AB</td>
<td>Develop Your Radiology Financial Insight: Fundamental Principles You Should Know About Business</td>
</tr>
</tbody>
</table>

### Opening Session

Sunday, 08:30 AM • Arie Crown Theater

---

**PS10 • AMA PRA Category 1 Credit ™: 1.75 • ARRT Category A+ Credit: 1**

To receive credit, relinquish attendance voucher at end of session.

**Presiding:**
Sarah S Donaldson, MD, Palo Alto, CA  
President, Radiological Society of North America

**Greetings:**
John D Hazle, PhD, Houston, TX  
President, American Association of Physicists in Medicine  
Joy S Sclamberg, MD, Deerfield, IL  
President, Chicago Radiological Society

---

**Presentation of the Outstanding Educator Award**

Bruce G Haffty, MD, New Brunswick, NJ  
Recipient

---

**Presentation of the Outstanding Researcher Award**

Norbert J Pelc, ScD *, Stanford, CA  
Recipient

---

Dedication of the 2013 RSNA Meeting Program to the Memory of David H. Hussey, MD (1937-2013), and Philip E.S. Palmer,
President's Address: The Power of Partnership

Sarah S Donaldson, MD, MD, Palo Alto, CA

Introduction by
Richard T Hoppe, MD, MD, Palo Alto, CA

First Vice President, Radiological Society of North America

LEARNING OBJECTIVES
In the current healthcare environment, radiologists must reexamine their traditional expectations, attitudes, and behaviors so as to embrace a requisite change in culture that builds partnerships throughout radiology, the general medical community, and the larger community of patients and families. This address illustrates the perils of technology that have unintentionally fragmented radiology and radiologists. Yet in this current era of precision imaging and therapy, we find natural partnerships throughout the radiologic community. Within the general medical community, multi-disciplinary team medicine mandates visibility of the radiologist, who must accept responsibility for patient care beyond rapid communication of imaging results. Team-based practice promotes collaborative clinical and research programs, augments one’s expertise, and builds careers. Professional interdependence promotes innovation and adds value to our collective endeavors. However, our most important partners are the patients we serve. When we commit ourselves to focusing on their care and becoming their partners, they will come to understand our contribution to diagnosis and treatment, and will become our advocates. The physician/patient bond that is well developed in oncology serves as a model for all of radiology, and confirms the gratifications that come from being a patient-oriented radiologist.

Annual Oration in Diagnostic Radiology: We Must Stand on the Shoulders of Giants

Damian E Dupuy, MD*, Providence, RI

Introduction by
Matthew A Mauro, MD*, Chapel Hill, NC

Chairman, Scientific Program Committee

LEARNING OBJECTIVES
Over the past 50 years the field of Radiology has undergone incredible growth that has led to greater diversity and sub specialization. A clear division between Radiation Oncology and Diagnostic Radiology was made in the early 1970s and since that time each has become even more complex and subspecialized. Within Radiology, the subspecialty of Interventional Radiology has emerged as a unique entity similar to the demarcation between Radiology and Radiation Oncology over 40 years ago. The newly approved dual Interventional Radiology (IR) and Diagnostic Radiology (DR) primary certifying examination emphasizes that IR is distinct in its incorporation of diagnostic imaging, image-guided procedures and patient care. Radiology and Interventional Oncology share a strong focus on cancer detection and diagnosis, tumor staging, locoregional therapy and treatment follow-up. Both specialties are vitally important to patients during their cancer treatment and should strive for collaboration to optimize patient care. Despite their mutual goals and complementary skill sets, many Radiology and Radiation Oncology Departments struggle to be autonomous and are at times in direct competition for both hospital resources and patients. In the new health care paradigm where evidence-based medicine (e.g. cost and quality) becomes a more important determinant of treatment decision-making, a cohesive team approach to cancer care makes the most economic sense. According to an American College of Radiology survey of United States Radiology and Radiation Oncology practices in 2008, most practices from both specialties preferred a large multi-specialty group practice either within or separate from an academic medical center. This is no surprise given the growth of medical knowledge and technical innovation that our specialties have benefited from. It is becoming more difficult for smaller groups to maintain state of the art specialization within their respective fields. Radiology groups, on average, are almost three times the size of Radiation Oncology practices. It behooves these departments to reach a stronger axis of collaboration given the shared common interests and marked synergy between many of the cancer treatments each possesses in their armamentarium. Advanced imaging of treatment response with contrast-enhanced imaging, perfusion and diffusion magnetic resonance imaging as well as PET/CT and PET/MRI is providing a clearer picture into tumor anatomy and pathophysiology. Radiologists can place fiducial markers and brachytherapy catheters to provide more precise localization for stereoscopic body radiotherapy techniques and higher local radiotherapy boosts for recurrent local cancers, respectively. Advanced imaging technology provides radiation oncologists with more accurate tumor targeting, thus reducing toxicity to adjacent normal and critical tissues. Combination therapies with external beam radiotherapy or brachytherapy and thermal ablation technology have shown synergistic effects with promise for improved local control in larger tumors. Intraarterial radiolabeled embolic agents with Yttrium beta particles to destroy regional cancer of the liver. Newer non-ionizing techniques such as high intensity focused ultrasound can provide stereotactic like thermal destruction of soft tissue tumors; exciting preliminary results have shown potential in bone cancer, breast cancer and prostate cancer. Radiation oncologists have great expertise and adds value to our collective endeavors. However, our most important partners are the patients we serve. When we commit ourselves to focusing on their care and becoming their partners, they will come to understand our contribution to diagnosis and treatment, and will become our advocates. The physician/patient bond that is well developed in oncology serves as a model for all of radiology, and confirms the gratifications that come from being a patient-oriented radiologist.

What's New from the Radiology Residency Review Committee: Milestones, New for 2013

Sunday, 02:00 PM - 03:30 PM • E350

RC102 • AMA PRA Category 1 Credit™:1.5

 Lynne E Meyer, PhD, MPH
 Lawrence P Davis, MD

LEARNING OBJECTIVES
1) The attendee will learn about new program requirements. 2) The attendee will learn how the NAS will be used for program accreditation.
3) The attendee will be made aware of various issues pertaining to resident education with which the RRC is grappling and the outcomes of several pressing issues, such as the milestones initiative, and the prerequisite training requirements for entering ACGME-accredited core residency and fellowship programs.

ABSTRACT

RSNA Educational Programs Around the World: An International Forum (Sponsored by the RSNA Committee on International Radiology Education)

Sunday, 02:00 PM - 03:30 PM • S102D

RC116 • AMA PRA Category 1 Credit™:1.5

 Coordinator
 Teresita L Angtuaco, MD
 Melissa L Rosado De Christenson, MD*
 Marco A Alvarez, MD

Back to Top
LEARNING OBJECTIVES
1) To familiarize the learner with the existing RSNA educational programs in other countries. 2) To discuss the past activities of RSNA in other countries in improving knowledge of radiology and application of latest technical radiology innovations. 3) To receive feedback from representatives of four selected countries (Nigeria, South Africa, Egypt and Thailand) on the impact of the RSNA educational programs both on a personal and national level.

ABSTRACT
This refresher course presents a summary of the existing RSNA educational programs around the world: International Visiting Professor (IVP) program, Derek Harwood Nash (DHN) fellowship, Introduction to Research for International Young Academics (IRIYA) and Educational Material and Journal awards (EMJA) program. These programs address radiology education in many levels: junior radiologist (IRIYA), the more senior radiologist (DHN), the institution (EMJA) and the national radiology organizations (IVP). RSNA committee members familiar with the programs will discuss the history and unique features of each that make them ideal for international outreach initiatives. Four international representatives from Nigeria, South Africa, Egypt and Thailand will provide feedback on how the various programs have impacted radiology education and practice in their country as a whole and the personal careers of those who participated in the DHN or IRIYA programs. A panel discussion will then be conducted at the end of the session to explore other educational opportunities and future directions that will maximize the resources provided by the RSNA.

The Future of Radiology: What Are the Threats and How to Respond to Them

LEARNING OBJECTIVES
1) Understand the threats facing individual radiology practices. 2) Understand the more global threats to the radiology community at large. 3) Become aware of steps radiologists can take to protect their practices. 4) Consider actions the radiology community and its major organizations can take to deal with some of the external threats.

ABSTRACT
There are numerous threats facing the radiology community and individual radiology practices. These range from declining reimbursements to reduced procedure volumes to predatory corporations to the perception that imaging is being overused to aggressive hospital administrations to overstated concerns about radiation, and others. We will discuss these threats. But this is not a time to give in to pessimism. There are many steps radiologists and the organizations representing them can take to assure the future of the specialty. These steps will be presented in detail.

What Is Driving Health Care Reform and How It Is Changing Your Radiology Practice

LEARNING OBJECTIVES
1) Discuss the key elements of health reform as they impact radiology. 2) Develop strategies to deal with the intended and unintended consequences of health care reform. 3) Describe some of the alternative payment mechanisms that will be competing with fee-for-service, and discuss how radiologists will fit into these new compensation dynamics.

ABSTRACT
This refresher course will review three major aspects of Healthcare Reform: 1) Historical drivers and milestones of healthcare Reform over the last 100 years. 2) The major implications of the Affordable Care Act (ACA) on Radiology and 3) Contemporary examples of how this is being carried out in the state of Massachusetts. The historical drivers and milestones in healthcare reform over the last 100 years is important to understand current changes and vehicles involved in payment schemes that exist today. The major implications of the Affordable Care Act on radiology are key in understanding how current and future healthcare reforms will reshape medicine and radiology. Finally, current practices occuring in Massachusetts are the most revealing and telling picture of how all these healthcare reforms will affect the practice of medicine and radiology in the United States for many years to come.

The Practice of the Radiology Assistant - Full Integration into Rural and Medical Center Settings (An Interactive Session)

LEARNING OBJECTIVES
This session will discuss the current practice environment for the radiologist assistant. In addition, the presentation will include how a variety of practice types utilize radiologists assistants to improve the efficiency and effectiveness of the practice.
**Teaching Leadership Strategies to Residents for Future Health Care Challenges**

**Monday, 08:30 AM - 10:00 AM • S502AB**

**RC202 • AMA PRA Category 1 Credit ™:1.5**

Vijay M Rao, MD
Richard E Sharpe, MD, MBA
Carol M Rumack, MD

**LEARNING OBJECTIVES**

1) Describe specific ways that residents can participate in important radiology leadership and advocacy opportunities in order to enhance the future of radiology. 2) Appreciate the potential power of leveraging technology to provide leadership and further the specialty of radiology. 3) Understand relevant leadership skills that radiology residents must learn in order to address emerging challenges in the current and future practice of radiology. 4) Develop an appreciation for the role of organized radiology as a means to shape the future of our specialty. 5) Articulate the challenges facing radiology as a specialty in the era of new healthcare delivery models and healthcare reform.

**ABSTRACT**

Leadership skills will be essential to the successful careers of all radiology residents and fellows. Ten key points aimed at improving your success in academic medicine will help you in planning your career and gaining effective mentoring as you start your career.

**Vignette-based 'Disclosure of Medical Error in Radiology' (Sponsored by the RSNA Professionalism Committee) (An Interactive Session)**

**Monday, 08:30 AM - 10:00 AM • E450B**

**RC216 • AMA PRA Category 1 Credit ™:1.5 • ARRT Category A+ Credit:1.5**

Director
Stephen D Brown, MD
Constance D Lehman, MD, PhD *
Thomas H Gallagher, MD
Elaine C Meyer, PhD, RN

**LEARNING OBJECTIVES**

1) Understand error disclosure as an essential tenet of patient care and medical professionalism. 2) Identify barriers to effective error disclosure. 3) Develop strategies for effective disclosure of radiological errors to referring physicians, patients and families.

**ABSTRACT**

Disclosure of medical error is a daunting communication challenge for all physicians. Like many physicians, radiologists are unlikely to demonstrate full transparency and honesty when a medical error occurs. No educational programs have been developed specifically to help radiologists overcome barriers to disclosure of clinical errors, and learn how to approach communication about disclosure optimally. The objective of this Refresher Course is to enhance radiologists' understanding of and comfort with disclosure of radiological errors to referring physicians and patients. The 90-minute Course will include didactic presentations by clinician scholars in the field of medical error disclosure, and live enactments between trained personnel/actors and Course participants. Didactic material will discuss background information, risks, benefits, and barriers to disclosure, and introduce strategies toward discussing medical errors with patients and treating physicians. Enactments will entail conversations between volunteer Course participants and trained personnel who will portray physicians and patients to whom the Radiologist/participant must disclose an error. The enactments will be followed by debriefings and group discussions.

**Changing Role of Radiology in the U.S. Health Care System**

**Monday, 08:30 AM - 10:00 AM • N226**

**RC227 • AMA PRA Category 1 Credit ™:1.5 • ARRT Category A+ Credit:1.5**

James V Rawson, MD
Marta E Heilbrun, MD
Alexander M Norbash, MD *

**LEARNING OBJECTIVES**

1) Discuss barriers and tools for incorporating guidelines and evidence based recommendations into radiology practice. 2) Review both the systemic shortfalls and benefits delivered to the citizens of Massachusetts during that state’s implementation of universal health care. 3) Learn to identify alignment of incentives across multiple stakeholders in the evolving landscape of US healthcare.

**ABSTRACT**

As the U.S. Health Care system continues to evolve, the role of the Radiologists will also change. The Radiologist will likely play a role in managing issues such as incorporation of evidence based guidelines into clinical practice, access to care, alignment of stakeholders and clinical outcomes.

**Compensation Plans**

**Monday, 08:30 AM - 10:00 AM • N228**

**RC232 • AMA PRA Category 1 Credit ™:1.5 • ARRT Category A+ Credit:1.5**

Ronald L Arenson, MD
Pablo R Ros, MD, PhD *
Vincent P Mathews, MD *

**LEARNING OBJECTIVES**

1) Understand the need to offer incentive compensation (bonus) to faculty in Academic Radiology Departments. 2) To be able to describe the advantages and disadvantages of productivity only incentive plans in Academic Radiology. 3) Understand methods of providing incentives other than clinical productivity. 4) Understand how to insure fairness and a feeling of working as a team with incentive-based compensation plans. 5) Understand how incentive systems used by private practices are different from that of an Academic Radiology Department. (This course is part of the Leadership Track)
LEARNING OBJECTIVES
1) Identify the current workforce distribution of radiologists in the US. 2) Examine the many variables that may influence future workforce planning for radiology. 3) Appraise the complexity of the effects of health care reform on radiology.

ABSTRACT
This workshop will provide attendees with a better understanding of the NIH grant review process from the perspective of those who have served on review committees in order to better prepare them for submitting and resubmitting proposals and to encourage them to serve as reviewers. If you think like a reviewer, you can be a better grant writer! Although there is a significant amount of information available on how to write NIH grants and how the review process works, many investigators (new and experienced) often have questions that are best answered directly in person by those who have first-hand experience.

LEARNING OBJECTIVES
View learning objectives under main course title.

ABSTRACT
The results of the ACR 2013 Workforce Survey will be presented and discussed.

LEARNING OBJECTIVES
View learning objectives under main course title.

LEARNING OBJECTIVES
View learning objectives under main course title.

LEARNING OBJECTIVES
View learning objectives under main course title.

LEARNING OBJECTIVES
View learning objectives under main course title.

LEARNING OBJECTIVES
View learning objectives under main course title.

LEARNING OBJECTIVES
View learning objectives under main course title.

LEARNING OBJECTIVES
View learning objectives under main course title.

ABSTRACT
Change Management in Radiology
This program will explore the importance of change management in radiology. It will discuss the psychological and physiological manifestations of aging specific to performance as a radiologist. It will also address non-prejudicial evaluation of function and performance of radiologists in their department as they age. Understanding the economic, health, emotional, and professional factors that stimulate radiologists to either continue working or retire is crucial. Strategies for instituting meaningful and satisfying activities after retirement from active radiology practice will be discussed.

LEARNING OBJECTIVES
1) Identify physiological and psychological manifestation of aging specific to performance as a radiologist. 2) Institute non-prejudicial evaluation of function and performance of radiologists in their department as they age. 3) Understand economic, health, emotional and professional factors that stimulate radiologists to either continue working or retire. 4) Identify strategies for instituting meaningful and satisfying activities after retirement from active radiology practice.

Change Management in Radiology
This program will explore the importance of change management in radiology. It will discuss the psychological and physiological manifestations of aging specific to performance as a radiologist. It will also address non-prejudicial evaluation of function and performance of radiologists in their department as they age. Understanding the economic, health, emotional, and professional factors that stimulate radiologists to either continue working or retire is crucial. Strategies for instituting meaningful and satisfying activities after retirement from active radiology practice will be discussed.

LEARNING OBJECTIVES
View learning objectives under main course title.
LEARNING OBJECTIVES

1) Participants will appreciate the importance of understanding the culture of an organization. 2) Participants will understand that strategic planning will not result in a successful outcome if it is not consistent with the culture of the organization. 3) Participants will learn techniques that can help modify organizational culture and make it more effective in addressing new issues. (This course is part of the Leadership Track)

ABSTRACT
Culture may be defined as the behaviors and beliefs of a social, ethnic or age group. It is the set of shared attitudes, values, goals and practices that characterize the group. Understanding the culture of our professional organizations is essential to effectively creating and implementing a strategic plan. Each of us is involved in many organizations including private practice groups, multispecialty clinics, university departments and a variety of professional societies which are linked by common interests. These include a interests related to a specific geographic region, an anatomic organ system, or an imaging or therapeutic modality. They may also be connected to a common goal such as education, research, reimbursement, regulation, government affairs, or radiology administration.

The pace of change in our society is quickening. This is true not only for communication and imaging technology, but also for the entire health care industry and the regulations that govern our behavior. American medicine has been criticized for being too expensive and having only average quality. Furthermore, a large number of unnecessary deaths have been attributed to medical error. If our field is going to respond effectively to these many challenges, we must understand the cultures of our various professional organizations in order to enable them to better implement needed responses.

Patient-centered Radiology: How to Communicate Effectively (Sponsored by the RSNA Public Information Committee)

Tuesday, 04:30 PM - 06:00 PM • N229

LEARNING OBJECTIVES

1) Understand the rationale for and growing value of increased personalization of patient interactions in diagnostic radiology. 2) Recognize the best opportunities for increasing patient awareness of radiologists' contributions and how to demonstrate this in various practice settings. 3) Identify and implement patients' preferred method of communications, including traditional, digital and current social media.

ABSTRACT
Modern medicine has become so complicated and sub-specialized that patients and their families often are confused. Frequently patients are not even aware that a radiologist is providing important services or the nature of those services. In the current era of consumer-driven healthcare, outsourcing of imaging services and growing competition from non-radiologists, radiologists must provide personal and patient-friendly services and connect with patients to prevent imaging from becoming a commodity. The way to personalize and optimize patient contact varies according to practice setting. This course will provide specific examples and strategies for experienced imaging professionals as well as residents and fellows.

Aligning Incentives between the Physician Practice and the Hospital: Finding the Win:Win

Tuesday, 04:30 PM - 06:00 PM • S104A

LEARNING OBJECTIVES

As healthcare costs become a primary area of emphasis, the ‘premium' that was allowed for academic medical centers is no longer in place. However, optimal care at acceptable cost is readily attainable in an academic center when the missions of the academic department and the hospital are aligned. In this presentation, the learner will recognize approaches to educating the next generation of radiologists while improving access, decreasing overutilization, enhancing safety and decreasing cost.

Value-Added Initiatives for a Healthcare System

Tuesday, 04:30 PM - 06:00 PM • S504AB

LEARNING OBJECTIVES

1) Recognize the opportunities for Radiology to contribute to healthcare systems in a value added fashion. 2) Provide framework for Radiology departments to illustrate their clinical value to the healthcare system. 3) Understand the importance and transformative potential of imaging informatics to the healthcare system and to the armamentarium of the Radiology department. 4) Appreciate the power of metric and analytic dashboards to the Radiology department and the healthcare system.

ABSTRACT
A. Clinical Integration & Innovation: 1. Critical role Radiology plays in supporting major clinical centers of excellence (stroke, cardiovascular, oncology, transplant, trauma, women's health, spine/joint etc), 2. Strategic multi-dimensional marketing within and for a healthcare system, B. Imaging Informatics: 1. Provide relevant imaging and reports anywhere and anytime, 2. Opportunity to change referringphysician workflow with: a. powerful technology allowing easy effortless access to imaging, standardized reports, b. Zero foot print viewing solutions & mobile device technology, c. EMR & HIE integration, d. Multi modality & interdisciplinary common view, e. CPOE with appropriateness criteria 3. Patient access C. Improving the Bottom Line, 1. Discuss methods to derive meaningful financial & clinical metrics & analytics demonstrating how Radiology contributes to the bottom line (tangible added value), 2. Departmental dashboards supporting Healthcare system balanced score cards, 3. Improving imaging report turn around times to support initiatives to
What's New from the American Board of Radiology

Wednesday, 08:30 AM - 10:00 AM • E353A

LEARNING OBJECTIVES
1) Explain the Core and Certifying Exams; describe the relationship to/evolving impact of the new exams on training and practices. 2) Describe the ABR Board Eligibility policy and how a hospital credentials committee might apply it. 3) Describe recent ABR MOC program changes including: efforts to align MOC with practice requirements and incentives, self-assessment CME, and Continuous Certification. 4) Plan and execute a practice-relevant PQI project. 5) List the meaningful participation criteria for individual MOC Part IV credit when doing a group Part IV project. 6) Explain how IR/DR primary certification differs from VIR subspecialty certification; describe a likely sequence and timeline for its full implementation.

Critical Issues Facing the Profession of Radiology: An ACR Leadership Perspective (In Conjunction with the American College of Radiology)

Wednesday, 08:30 AM - 10:00 AM • S404CD

LEARNING OBJECTIVES
1) Major issues facing radiology today. 2) What steps the American College of Radiology is taking to address these issues. 3) The process of political advocacy and how organizations work with Congress and federal agencies.

Managing Conflicts of Interest

Wednesday, 08:30 AM - 10:00 AM • S403B

LEARNING OBJECTIVES
1) To provide a framework for understanding trends and variation in change of conflict of interest regulations guiding research and educational activities within academic medical centers, and how these have affected departments of radiology. 2) To compare and contrast processes of compliance, and discuss cost implications. 3) To examine how the academic-industry partnerships may proceed in this new, more restrictive environment.

RC532B • Industrial-Academic Collaborations: Managing Research Relationships

Jonathan S Lewin MD (Presenter)

LEARNING OBJECTIVES
1) Construct a framework for understanding industrial-academic relationships. 2) Describe common pitfalls in research partnerships. 3) Identify methods to mitigate conflicts of interest in research with industrial collaborators.

RC532C • Entrepreneurship and Commercial Venturing by Physicians: Appropriate or Not?

Richard L Ehman MD (Presenter)

LEARNING OBJECTIVES
1) Discuss entrepreneurship and how commercialization of intellectual property may serve the mission of academic medical centers. 2) Examine the purpose of the Bayh-Dole act and its historic effect on commercialization activity by academic medical centers. 3) Review potential concerns about entrepreneurship at academic medical centers, including effects on academic freedom, delayed publication, IP congestion and conflict of interest.

**Hospital Administrators Symposium**

**Wednesday, 01:30 PM - 05:30 PM • S103AB**

**SPHA41 • AMA PRA Category 1 Credit ™:4 • ARRT Category A+ Credit:4.5**

**Moderator**

Jonathan W Berlin, MD *

**SPHA41A • Introduction**

Jonathan W Berlin MD (Presenter) *

**SPHA41B • New Roles for Radiologists in the Next Decade**

Alan D Kaye MD (Presenter)

**LEARNING OBJECTIVES**

1) Awareness of the current pressures on radiologists. 2) Key constituencies for radiologists of the future. 3) How individual radiologists and their practices need to adapt to the above to provide value in the evolving healthcare landscape.

**SPHA41C • Radiology in the Next Decade: The Payer’s Perspective**

Mark D Hiatt MD,MBA (Presenter) *

**LEARNING OBJECTIVES**

1) To explain the new emphasis on value over volume in the accountable care era. 2) To examine how radiologists may need to be more involved in coordinating care to achieve appropriate utilization. 3) To discuss how radiologists may share in the savings from value-based care.

**SPHA41D • Radiology Utilization Management in the Next Decade**

Cherrill Farnsworth (Presenter) *

**LEARNING OBJECTIVES**

1) Attendees will leave with having heard about radiology utilization management changing from denial-based to best practices and peer to peer consulting driven by today’s search engines and real time point of care smart phone, tablet and laptop tools. They will see actual such tools used today in action. 2) Attendees will learn the financial and economic drivers that are causing these changes and, thus understand where this is coming from and how it saves money in the American healthcare system and in their practice. 3) Attendees will leave having learned the political drivers of these changes and which ones are likely to stand and which ones are most likely to change or be withdrawn. 4) Attendees will be given actionable solutions that they can implement into their practices in order to maximize their department or groups readiness for change.

**SPHA41E • Question and Answer Period**

Jonathan W Berlin MD (Presenter) * ; Alan D Kaye MD (Presenter) ; Mark D Hiatt MD,MBA (Presenter) * ; Cherrill Farnsworth (Presenter) *

**SPHA41F • Radiology Practice Mergers and Acquisitions: Clinical and Administrative Issues**

Blair Faber (Presenter) ; Howard B Chrisman MD (Presenter)

**LEARNING OBJECTIVES**

1) Understand economic and operational forces driving consolidation of radiologic practices. 2) Understand the positive and negative aspects of radiologic practice consolidation. 3) Explore key clinical and administrative challenges when approaching a radiology practice merger or acquisition.

**SPHA41G • Predicting the Future of Radiology: Medical Center President Perspective**

Sharon O’Keefe (Presenter)

**LEARNING OBJECTIVES**

1) Describe the key economic drivers of healthcare reform in the near term. 2) Identify how healthcare reform will alter the relationship between Radiology and medical centers. 3) Evaluate future opportunities for Radiology and the evolving delivery system to prosper.

**SPHA41H • Teleradiology versus Local Radiologists: Issues and Perspectives**

David C Levin MD (Presenter) *

**LEARNING OBJECTIVES**

1) Become familiar with the advantages of using a teleradiology company. 2) Become aware of the drawbacks of using a teleradiology company. 3) Understand the added value to the hospital of having a fully staffed local radiology group on site.

**SPHA41I • Question and Answer Period**

Blair Faber (Presenter) ; Howard B Chrisman MD (Presenter) ; Sharon O’Keefe (Presenter) ; David C Levin MD (Presenter) * ; Jonathan W Berlin MD (Presenter) *

---

**ASRT@RSNA 2013: Moving Towards Best Practice: Developing National Guidelines through a Collaborative Approach**

**Thursday, 08:00 AM - 09:00 AM • N230**

**MSRT51 • AMA PRA Category 1 Credit ™:1 • ARRT Category A+ Credit:1**

**Mark Given**, MRT, RT

**LEARNING OBJECTIVES**

1) An overview of best practice for medical radiation technologists in Canada. 2) A detailed overview of the processes used to develop the evidence-based recommendations within each guideline. 3) An understanding of the collaborative approach used to vet the recommendations. 4) A brief tutorial on how to use the guidelines. 5) Discuss how the guidelines are being used to change practice.
ABSTRACT
Guidelines provide a tool to help individuals enhance their professional lives and keep up with changes in their field. The opportunity to develop best practice documentation for medical radiation technologists in Canada was identified as an important strategic step for the profession and a key component of the push to gain greater recognition. In 2010, the Canadian Association of Medical Radiation Technologists (CAMRT) assembled a multidisciplinary committee from across Canada to develop Best Practice Guidelines. Since that time, the group has been identifying and developing new guidelines for MRT professionals across Canada to use in their daily practice. The process of working with this diverse group and developing an interactive Best Practice Guidelines website has been an evolution from start to finish. It provides many lessons and innovations to share with those who wish to pursue this path in the future.

Service Excellence in Radiology (Sponsored by the RSNA Professionalism Committee) (An Interactive Session)

Thursday, 08:30 AM - 10:00 AM • E450B

LEARNING OBJECTIVES
1) Understand who the customer is in Radiology and why customer satisfaction scores are important. 2) Review how Radiology can document the added value role it plays in the enterprise. 3) Discuss how to manage workplace interruptions. 4) Learn about the marketing and communication aspects of Service Excellence in Radiology for improving patient experience. 5) Be a role model.

How to Avoid Failure: Qualities of a Successful Leader

Thursday, 08:30 AM - 10:00 AM • S103AB

LEARNING OBJECTIVES
1) To learn that inspired leadership is dedication to team success not self aggrandizement. 2) There is no job that is too big. There are only people lesser than the job. 3) Learn that without resources even well outlined goals cannot be achieved. 4) Absolute transparency is a must. 5) Be a role model.

Keys to Avoid Failure: Key Qualities of a Successful Leader

LEARNING OBJECTIVES
View learning objectives under main course title.

Seamless Transitions: The Importance of Leadership Succession Planning

LEARNING OBJECTIVES
View learning objectives under main course title.
LEARNING OBJECTIVES
1) To provide the learner with an understanding of patient-centered care and examples of how integrating patient-centered care practices into the provision of care will enhance the patient experience. 2) To enable the learner to demonstrate practical skills in enhancing the patient experience. 3) To provide learner with an overview of the implications of patient-centered care on value-based care delivery.

ABSTRACT
Patient-centered care considers that patient care is not only focused on improving the overall quality of care, but more importantly places the focus of care on the patient. Determining what matters to the patient is the first step in a patient-centered approach to care delivery. Increasingly, attention is placed on the patient's judgement of the care received. Emphasis is also being placed on reimbursing care based on the patient's judgement of the delivery of care. The patient-provider relationship or encounter may be the determinant of the patient's perception of the treatment and the outcome of care. Patients want to communicate effectively with their provider. When good communication with the provider exists, patients report better outcomes. Providers who are not engaged in patient-centered care risk being judged adversely by patients. Providers should understand the tenents of patient-centered care delivery and the implications for the lack thereof.

Hot Topic Session: From Irene to Sandy: How to Keep a Digital Department Running during a Natural Disaster

Thursday, 03:00 PM - 04:00 PM • S403A

LEARNING OBJECTIVES
1) Understand the challenges of natural disasters to a radiology department. 2) Learn about the dangers to patients, personnel and equipment posed by natural disasters. 3) Explore methods to maintain operation of essential radiologic services during natural disasters. 4) Understand how to recover a radiology dept from natural disasters.

Mind Your Own Business! Required Business Skills for Your First Job

Thursday, 03:30 PM - 06:00 PM • S404A

LEARNING OBJECTIVES
1) Define for the applicant to an academic and private practice radiology job, the parameters critical to assessing the advantages and disadvantages of the potential employment opportunity. 2) Understand the value of creating a business strategic plan and its components. 3) Understand the importance and techniques of repetitive surveying of the various customer groups. 4) Understand the difference between marketing and advertising and how each is accomplished with high impact.

ABSTRACT
There are many factors that must be addressed prior to committing to an employment contract. The applicant must be skilled in assessing the health of the practice, identifying potential red flags in contracts and exclusion clauses, understanding the mission and vision of the practice and determining if goals and objectives are aligned, and determining if the practice has a high chance of satisfying the applicant. In some cases this requires a rudimentary understanding of legal, financial, strategic planning, and socioeconomic principles. These issues will be addressed. Once you become an employee, the strategic plan of your business is critical to its future. If there is no plan, how do you go about creating one? What are the key components of a good strategic plan? Data is critical in understanding your service, your market and your future business directions. Key data components are obtained from surveying - of patients, of referring physicians, and even of staff. Elements of a good survey and how you target each of these groups to produce useful data are discussed in depth. Once you have data and a strategic plan, how do you get the message out? Advertising is publishing your added value. Marketing is understanding the unique features and dynamics of your local and regional market place. The interplay of these two subjects will be critical to business and service success.

Professionalism and the Radiology Trainee

Thursday, 04:30 PM - 06:00 PM • S403A

LEARNING OBJECTIVES
1) To discuss effective strategies to address the issue of the impaired and/or incompetent colleagues. 2) To explain how to handle unprofessional behavior within and across disciplines. 3) To formulate approaches to accountability, the unexpected outcome, and the role of apology.

ABSTRACT
Unprofessional behavior during medical school, residency, and fellowship training has been linked to subsequent disciplinary action by medical boards. Consequently, educational initiatives fostering professionalism are essential for residency and fellowship training in order to promote high quality patient care. Moreover, professionalism is now one of the six competencies that residents are required to achieve before completing their training and taking the new core examinations. Professionalism is one of the most challenging components of the core ACGME competencies to teach and evaluate during residency training. This interactive course will involve group participation using reflective practice, a technique that we have successfully incorporated into residency training at our institutions. These radiology-specific, case-based sessions will address the topics of (1) the clinically incompetent and/or impaired attending; (2) unprofessional behavior across
**From Research to Reimbursement: The Story of CT Colonography and What It Teaches Us about Healthcare Payment Policy (In Conjunction with the American College of Radiology) (An Interactive Session)**

**Thursday, 04:30 PM - 06:00 PM • S103CD**

**RC727 • AMA PRA Category 1 Credit ™:1.5 • ARRT Category A+ Credit:1.5**

**Bibb Allen**, MD
**James V Rawson**, MD
**Ezequiel Silva**, MD
**Robert K Zeman**, MD
**Geraldine B McGinty**, MD
**Pamela Kassing**, MD
**Mark O Bernardy**, MD
**Timothy A Crummy**, MD

**LEARNING OBJECTIVES**
1) Understand the current process of how reimbursement for new technology is obtained from CPT code development, valuation and coverage. 2) Using CT colonography as an example, the participants will become familiar with the specific processes for obtaining coverage for new technology and procedures in the public and private sectors and how a myriad of governmental agencies and other policymaking groups are involved in determining which new procedures are covered. 3) Understand why obtaining coverage has become the limiting factor in bringing new technology to the mainstream. 4) Interactive techniques will be used to engage the audience in the consideration of potential strategic partnerships between industry, clinical research, governmental agencies and third party payors.

**ABSTRACT**

This course will provide an overview of the use of business analytics (BA) in radiology. How a practice manages information is becoming a differentiator in the competitive radiology market. Leveraging informatics tools such as business analytics can help a practice transform its service delivery to improve performance, productivity and quality. An introduction to the basic steps involved in implementing business analytics will be given, followed by example uses of BA tools for quality assurance, maintenance of certification (MOC) and practice quality improvement. The power of current business analytics technologies will be described, along with a look at potential future capabilities of business analytics tools.

**RC826 • An Introduction to Business Analytics Demonstrating Use of an Open-Source Tool for Application to Radiology**

**Katherine P Andriole** PhD (Presenter)

**LEARNING OBJECTIVES**
1) Gain an overview of business analytics tools and understand how they might be used in radiology. 2) Be able to describe the general steps involved in business analytics, including extract, transform, load (ETL) and key performance indicators (KPI). 3) See a demonstration implementation of an open-source business analytics tool using a radiology use case.

**ABSTRACT**
This session will provide a general overview of business analytics concepts and how they can be used in radiology. A walk through of the basic steps involved in implementation including identifying, collecting, transforming, and dynamically presenting key performance indicators (KPI) will be demonstrated. The extract, transform, load (ETL) steps will be shown using an example use case, and multiple disciplines; and (3) managing the unexpected outcome, the role of apology, and accountability. Although primarily geared toward trainees, we welcome radiologists in practice who can share their practical experiences regarding these issues with residents and fellows. All three of the course facilitators have received RSNA Education Scholar Awards. Dr. Brown is a pediatric radiologist and bioethicist, Dr. Slanetz is a breast imager and residency program director, and Dr. Eisenberg is general radiologist, associate program director, and non-practicing lawyer.
database sources taken from a radiology practice.

**RC826B • Business Analytic Tools for Quality Assurance, MOC and PQI**

Paul G Nagy PhD (Presenter)

**LEARNING OBJECTIVES**
1) Discuss the importance of informatics tools for ABR MOC PQI and ACGME SBP quality efforts. 2) Identify the role of informatics in capturing, extracting, analyzing, and communication quality projects. 3) Illustrate graphical dashboarding examples to support quality efforts.

**RC826C • Capabilities of Current and Future Business Analytics Technologies**

Tessa S Cook MD, PhD (Presenter)

**LEARNING OBJECTIVES**
1) To gain familiarity with currently available business technologies and their relevance to radiology practice. 2) To consider how existing business technologies can support quality assurance in radiology. 3) To learn about business analytics features that may be available/desirable in the future to augment and support both the practice of radiology.

**ABSTRACT**

**Consumerism and Radiology**

Friday, 08:30 AM - 10:00 AM • S504AB

Richard Duszak , MD
Christine Hughes *
Debra Richman
Nancy Davenport-Ennis , MD
Cherrill Farnsworth *
Steve Bonner

**LEARNING OBJECTIVES**
1) Identify the present and future ramifications of the rise of consumerism on radiology. 2) Characterize strategies radiology practices and departments can use to prepare for these changes. 3) Define what consumers need to know about imaging and how is it best communicated to consumers. 4) Illustrate how to create a bond with consumers in a commodity market.

**ABSTRACT**

The rise of consumerism has impacted the relationships patients have with payors and providers. Because of the insular nature of radiology the full impact of consumerism has not yet been felt. Historically, radiologists have managed a Physician to Physician (P2P) relationship. Radiologists have been the invisible heroes in the patient care cycle. Ripples of Radiologist to Consumer (R2C) relationships are emerging in pockets of the US. This session will address the following questions: What are the present/ future ramifications of the rise of consumerism on radiology? How can radiology practices and departments prepare for these changes? What do consumers need to know about imaging and how is it best communicated to consumers? How is a bond created with consumers in a commodity market?

**Develop Your Radiology Financial Insight: Fundamental Principles You Should Know About Business**

Friday, 08:30 AM - 10:00 AM • S502AB

Kenneth A Buckwalter MD (Presenter)

**LEARNING OBJECTIVES**
1) Understand the time value of money. 2) Review interest rate terminology such as Interest rate, Discount rate, and Hurdle rate. 3) Describe standard ways to value an investment for Payback time, Internal rate of return, and Net present value. 4) Use net present value to understand the loss of Tiger Woods's Brand Value in 2009.

**RC832B • Follow the Money: Everything You Ever Wanted to Know About the Revenue Cycle**

Mark S Frank MD (Presenter)

**LEARNING OBJECTIVES**
1) Know the definition of 'revenue cycle'. Be aware of how the revenue cycle revenue applies to a 'typical' diagnostic radiology practice. 2) Know the definition of accounts receivable (AR), and the important role that AR plays in radiology practices. 3) Understand the concept of 'charge lag' and the factors contributing to it. 4) Know the major factors that effect timeliness and amount of payment received once a bill is submitted. 5) Know the relationships between net income, accounts receivable, and cash flow. 6) Be aware of the Radiology Business Managers Association (RBMA) recommended factors for tracking AR. 7) Know the definition of Adjusted Collections Percentage (ACP). 8) Know some techniques for reducing AR and optimizing the revenue cycle. 9) Know the definition of RBRVS (Resource Based Relative Value Scale) and its relationship to the Current Procedural Terminology (CPT) coding model. 10) Know the concept and structure (components) of an RBRVS global payment. 11) Understand how work performed (as perceived by the radiologist) maps onto the RBRVS scale and the role of the RBRVS scale in financial payment mechanisms.

Dupuy, D. E. - Grant, NeuWave Medical Inc Consultant, Biocompatibles International plc Board of Directors, BSD Medical Corporation Stockholder, BSD Medical Corporation

Ehman, R. L. - CEO, Resoundant, Inc

Farnsworth, C. - CEO, HealthHelp Board of Directors, Vital Decisions LLC


Hiatt, M. D. - Medical Director, Regence BlueCross BlueShield Board Member, RadSite Former Chief Medical Officer, HealthHelp, LLC

Hughes, C. - Employee, General Electric Company Consultant, General Electric Company Consultant, Hologic, Inc Consultant, Siemens AG Consultant, Toshiba Corporation

Lehman, C. D. - Consultant, Bayer AG Consultant, General Electric Company Research Grant, General Electric Company

Levin, D. C. - Consultant, HealthHelp Board of Directors, Outpatient Imaging Affiliates, LLC

Link, D. P. - Research Consultant, Veniti, Inc Speakers Bureau, Covidien AG Consultant, AngioDynamics, Inc

Mathews, V. P. - Speakers Bureau, Eli Lilly and Company

Mauro, M. A. - Research Consultant, B. Braun Melsungen AG Research Consultant, BTG International Ltd

Meltzer, C. C. - Board of Directors, ACR Image Metrix

Norbash, A. M. - Stockholder, Boston Imaging Core Laboratories, LLC Co-founder, Boston Imaging Core Laboratories, LLC


Ros, P. R. - Radiology Advisory Committee, Koninklijke Philips Electronics NV Institutional research collaboration, Siemens AG Institutional research collaboration, Koninklijke Philips Electronics NV Institutional research collaboration, Toshiba Corporation Institutional research collaboration, Sectra AB

Rosado De Christenson, M. L. - Author, Thieme Medical Publishers, Inc Author, Amisys, Inc

Schmidt, R. A. - Stockholder, Hologic, Inc Medical Advisory Board, Three Palm Software LLC Stockholder, Three Palm Software LLC Spouse, Advisory Board, Three Palm Software LLC Spouse, Stockholder, Three Palm Software LLC Spouse, Consultant, Bayer AG Spouse, Medical Advisory Board, Bayer AG

Shuman, W. P. - Research Grant, General Electric Company

Slanetz, P. J. - Consultant, UpToDate, Inc

Teague, S. D. - Advisory Committee, 3DR Inc

Weinberger, E. - Medical Advisor, Clario Medical Imaging, Inc

Yee, J. - Research Grant, Bracco Group Research Grant, EchoPixel, Inc