Dear Chairs, Administrators and EM Leaders;

Our work environment continues to change at a rapid pace. A department chair must master a number of skills to navigate in complex health care systems. While scholarly work and research grants are metrics by which our departments are still measured, we must now be just as concerned about financial performance, patient satisfaction and a number of new quality metrics which are monitored by third parties. ACOs and Bundled payment models may significantly change the way we are reimbursed and will require chairs to be innovative, finding new ways to deliver cost effective care to increase the value of our services while still maintaining our academic missions. It has been recognized that early intervention is the key to improve outcomes for a number of conditions, which has made the ED vital to improving patient care, decreasing cost and furthering our knowledge through research. Even the way we teach is changing, with a new generation of learners who prefer blogs over lectures and the growth of experiential learning in all of our programs. While change is difficult at times, this has all been good for our specialty. Emergency Medicine is no longer an afterthought in the minds of CEOs and Deans; rather we have become paramount to the success of our institutions.

The success and growth of Emergency Medicine is a reflection of both past and present leadership. Emergency physicians by our nature are leaders and innovators. We are flexible, can multitask and we are task oriented—so we just get things done. With our success, EM leaders will be called upon more frequently to take on leadership roles in administration of our healthcare systems, public health, educational innovation and research. We are in a time when there will be many new opportunities for EM chairs. Already many of our colleagues have emerged as prominent leaders in our healthcare systems and medical schools. There has never been a more important time for us to nurture our own development.

The annual retreat is an opportunity to share ideas and experiences. It is an opportunity gain new knowledge and explore new concepts. It’s a time to reconnect with friends and colleagues. The overall focus of the retreat this year is leadership, however we will also cover a number of topics designed to foster discussion and generate new ideas. I thank the retreat committee for their assistance with the development of this program.

Welcome to the Buttes!

Greg

Gregory A. Volturo, MD
AACEM President
Welcome Message

On behalf of AAAEM, I would like to welcome you to the 8th annual AACEM/AAAEM retreat. We hope that everyone will find time to listen to some great educational sessions, participate in thoughtful discussions, meet some new people, connect with friends and even spend a little time relaxing in the Arizona sunshine. The committee has worked hard to develop a program with a balance of topics and sessions while still allowing for some open time so that you can feel the retreat aspects of these days. We are excited to present our awards on Monday evening to some very deserving individuals.

Please remember to wear your nametags to all of the events. You may know many of the people that you meet, but someone might not remember your name and the nametags make it easier to jog our memory cells. Your guests should also be wearing their nametags to any events that they attend.

Most of the meeting will take place in the Kachina Ballrooms and SAEM staff will be available at the registration desk to answer questions, help with issues, etc..

My thanks to all the retreat committee members, your hard work is what makes this meeting what it is. Enjoy this beautiful property and the company of your colleagues.

Kirsten Rounds, RN, MS
AAAEM President
PRESIDENT
Gregory A. Volturo, MD
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volturog@ummhc.org

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Academy of Administrators in Academic Emergency Medicine

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**SAEM BOD LIAISON**
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rwolfe@bidmc.harvard.edu
Arthur L. Kellermann, MD, MPH is Professor and Dean of “America’s Medical School” - the F. Edward Hébert School of Medicine at the Uniformed Services University of the Health Sciences (USU) in Bethesda MD. USU serves as the leadership academy for the United States’ military health system and the US Public Health Service. From 1993-2010, he was a member of the faculty of the Emory University Schools of Medicine and Public Health, where he was founding director of the Emory Center for Injury Control and later professor and founding chair of Emory’s Department of Emergency Medicine. He also served for a time as the School of Medicine’s Associate Dean for Health Policy. From 2010-13, Dr. Kellermann held the Paul O’Neill-Alcoa Chair in Policy Analysis at the RAND Corporation. He has authored more than 250 peer-reviewed papers, chapters, monographs and other publications on emergency cardiac care, health policy and injury prevention. In addition to holding academic excellence and leadership awards from SAEM, ACEP and the American Public Health Association, he is member of the National Academy of Medicine. He board-certified in emergency medicine and internal medicine.
LEE ANGUS

Lee Angus serves as President and Founder of MEDI. Lee’s specialty is helping leaders who are new to the executive level and transitioning their leadership approach quickly and effectively to meet the new expectations placed upon them. Lee has 15 years as an executive leadership coach working with CEOs, CFOs, COOs and CIOs. Prior, Lee serves as a management consultant with Deloitte & Touche – working ultimately as a Senior Manager in the Enterprise Resource Planning.

SABRINA SHANNON, BSN, MHSA/MBA, FACHE

Sabrina understands the complexities of the healthcare business from multiple perspectives – manager, executive and even as a clinical care provider. Sabrina structures a highly engaged process to help leaders examine their core convictions and build capacity in utilizing and building upon their talents to create organizations that thrive robustly. Sabrina has more than 20 years of leadership in private, public and academic institutions, and more than 10 years as a certified coach. Her focus is on leaders in transition, clinical Executives, and first-time in role executives.
Dr. Harvey Meislin, is a tenured Professor and former Chair of Emergency Medicine at the University of Arizona. Dr. Meislin received his medical degree from the University of Indiana and successfully completed his post-doctoral training at Harvard University and the University of Chicago. After completing residency at the University of Chicago, and serving as the first Chief Resident in the University of Chicago program, Dr. Meislin went on to serve as the Residency Program Director of the University of Chicago Emergency Medicine Program. In 1977 Dr. Meislin moved to UCLA where he served as the Associate Director of Westwood Campus Emergency Department and founding Director of the Emergency Medicine Residency. Keen to continue to lead and expand our specialty, in 1980 Dr. Meislin moved to the University of Arizona as the Section Chief of Emergency Medicine and Associate Chairman of the Department of Surgery, and later to become the founding Chair of the Department of Emergency Medicine at the University of Arizona.

During his 40 year career in emergency medicine, Dr. Meislin has led several academic organizations. He was the founding director of the Arizona Emergency Medicine Research Center. He served as President of the American Board of Emergency Medicine, after having served on the ABEM Board of Directors for six years and is still today he serves as an examiner for the Emergency Medicine Oral Board Examination. He is the first Emergency Physician to serve as President and Chair of the Board of the American Board of Medical Specialties as well as President of the ABMS Research and Education Foundation. Dr. Meislin was President of STEM (Society of Teachers of Emergency Medicine), the founding organization of SAEM and Co-Founder of the Advanced Hazmat Life Support program. Dr. Meislin was a member of the Annals of Emergency Medicine Editorial Board for 15 years. He has received numerous awards, including the American Academy of Emergency Medicine David K. Wagner Award, and the ABMS Distinguished Service Award. Having taught scores of residents and fellows, Dr. Meislin has left an indelible mark upon the specialty of Emergency Medicine. We recognized Dr. Meislin for his outstanding achievements and contributions to our specialty in a career that spans over 40 years.
## Schedule of Events

### SATURDAY - FEBRUARY 20, 2016

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>3:00 PM-5:00 PM</td>
<td>Registration – Kachina Foyer</td>
</tr>
</tbody>
</table>

### SUNDAY - FEBRUARY 21, 2016

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 AM-4:00 PM</td>
<td>Registration – Kachina Foyer</td>
</tr>
<tr>
<td>7:00 AM-2:00 PM</td>
<td>AACEM Strategic Planning Session – Hopi 1</td>
</tr>
<tr>
<td>8:00 AM-4:30 PM</td>
<td>Chair Development Program – Kachina 5</td>
</tr>
<tr>
<td>10:00 AM-12:00 PM</td>
<td>AACEM Executive Committee Brunch – Kachina 6</td>
</tr>
<tr>
<td>1:00 PM</td>
<td>Golf Tournament Tee Times Begin – Legacy Golf Club</td>
</tr>
<tr>
<td>1:00 PM-1:45 PM</td>
<td>AAAEM- Networking Session – Kachina 1-2-3</td>
</tr>
<tr>
<td>1:45 PM-2:45 PM</td>
<td>AAAEM- Business Meeting – Kachina 1-2-3</td>
</tr>
<tr>
<td>2:45 PM-3:30 PM</td>
<td>AAAEM- Hot Topics Discussion, Rhea Begeman, Moderator – Kachina 1-2-3</td>
</tr>
<tr>
<td>6:00 PM-8:00 PM</td>
<td>Opening Cocktail Reception – Pool Deck</td>
</tr>
<tr>
<td>8:00 PM</td>
<td>AACEM Executive Committee Dinner – Off-site</td>
</tr>
<tr>
<td>8:00 PM-10:00 PM</td>
<td>Women Chairs in EM Dinner – La Bocca Urban Pizzeria &amp; Wine Bar</td>
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</tbody>
</table>

### MONDAY - FEBRUARY 22, 2016

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:30 AM-4:00 PM</td>
<td>Registration – Kachina Foyer</td>
</tr>
<tr>
<td>7:00 AM-8:00 AM</td>
<td>Networking Breakfast – Market Cafe</td>
</tr>
<tr>
<td>8:00 AM-8:15 AM</td>
<td>Welcome Address- Greg Volturo – Kachina Ballroom</td>
</tr>
<tr>
<td>8:15 AM-9:00 AM</td>
<td>Keynote: Arthur Kellerman: “Educating America’s Future Healthcare Leaders” – Kachina Ballroom</td>
</tr>
<tr>
<td>9:00 AM-9:45 AM</td>
<td>“Strategies for Success: Hospital Based Medicine in EM”: Jamie McCarthy – Kachina Ballroom</td>
</tr>
<tr>
<td>9:45 AM-10:15 AM</td>
<td>Break – Kachina Foyer</td>
</tr>
<tr>
<td>10:45 AM-11:15 AM</td>
<td>Mini-Debate #2: &quot;Paying for the K&quot;: Gail D’Onofrio, Jill Baren &amp; Antoinette Brooke – Kachina Ballroom</td>
</tr>
<tr>
<td>11:15 AM-11:45 AM</td>
<td>Mini-Debate #3: &quot;Scribes do They Pay their Way&quot;: Adrian Tyndall &amp; Louis Burton – Kachina Ballroom</td>
</tr>
<tr>
<td>11:45 AM-12:30 PM</td>
<td>Nuances of Free Standing ED Management: Richard Zane – Kachina Ballroom</td>
</tr>
<tr>
<td>12:30 PM-2:00 PM</td>
<td>Networking Lunch – Top of the Rock Restaurant</td>
</tr>
<tr>
<td>2:00 PM-2:30 PM</td>
<td>The “T-32” &amp; other Training Grants: Lynne Richardson – Kachina Ballroom</td>
</tr>
<tr>
<td>2:30 PM-3:30 PM</td>
<td>The EM Physician Leader, who are we? Good and Bad Characteristics and The Executive Coach- What is the ROI?: Sabrina Shannon &amp; Lee Angus – Kachina Ballroom</td>
</tr>
<tr>
<td>3:30 PM-6:30 PM</td>
<td>Break</td>
</tr>
<tr>
<td>6:30 PM-9:30 PM</td>
<td>Awards Dinner – Hopi Ballroom</td>
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<tr>
<td>Time</td>
<td>Event</td>
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<tr>
<td>6:30 AM-4:00 PM</td>
<td>Registration – <strong>Kachina Foyer</strong></td>
</tr>
<tr>
<td>7:00 AM-8:30 AM</td>
<td>Networking Breakfast – <strong>Market Cafe</strong></td>
</tr>
<tr>
<td>8:30 AM-9:45 AM</td>
<td>The Benchmarking Survey: Jim Scheulen – <strong>Kachina Ballroom</strong></td>
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<tr>
<td>9:45 AM-10:15 AM</td>
<td>The Clinical Emergency Data Registry- now and the future: Azita Hamendani – <strong>Kachina Ballroom</strong></td>
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<tr>
<td>10:15 AM-10:30 AM</td>
<td>Break – <strong>Kachina Ballroom Foyer</strong></td>
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<tr>
<td>10:30 AM-11:30 AM</td>
<td>When a Chair, Chief or Director steps Down: What’s Fair for Salary and Hours?: Sandra Schneider, Tom Terndrup and David Sklar – <strong>Kachina Ballroom</strong></td>
</tr>
<tr>
<td>11:30 AM-12:30 PM</td>
<td>What’s hot and what’s not in our national organizations- An All Emergency Medicine Panel: Jay Kaplan (ACEP), Deb Diercks (SAEM), Saadia Akhtar (CORD), Kevin Rodgers (AAEM), Victoria Weston (AAEM/RSA), Francis Counselman (ABEM), Leonard Stallings (EMRA) – <strong>Kachina Ballroom</strong></td>
</tr>
<tr>
<td>12:30 PM-2:00 PM</td>
<td>Networking Lunch – <strong>Top of the Rock Restaurant</strong></td>
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<tr>
<td>12:30 PM-2:00 PM</td>
<td>AACEM &amp; AAAEM Joint Executive Committee Lunch – <strong>Executive Boardroom</strong></td>
</tr>
<tr>
<td>2:00 PM-2:30 PM</td>
<td>Mini-Debate #4: Doctor you Charts are Incomplete, Again: Niels Rathlev &amp; Janice Harvey – <strong>Kachina Ballroom</strong></td>
</tr>
<tr>
<td>3:00 PM-3:30 PM</td>
<td>Mini-Debate #6: Accounting for Educational Release Time in your Compensation Plan: Andy Nugent, Jonathan Heller &amp; Gabe Kelen – <strong>Kachina Ballroom</strong></td>
</tr>
<tr>
<td>5:00 PM-6:30 PM</td>
<td>Firearm related injury and death in the US: The Media, Research and Advocacy: Megan Ranney, Garen Wintermute – <strong>Kachina Ballroom 5</strong></td>
</tr>
<tr>
<td>Time</td>
<td>Event</td>
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<tr>
<td>7:30 AM-11:00 AM</td>
<td>Registration – <strong>Kachina Foyer</strong></td>
</tr>
<tr>
<td>7:00 AM-8:30 AM</td>
<td>Networking Breakfast – <strong>Market Cafe</strong></td>
</tr>
<tr>
<td><strong>AACEM Track</strong></td>
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<tr>
<td>8:30 AM-9:00 AM</td>
<td>The Current state &amp; recommendations for improvement for funding academic emergency medicine departments - A Canadian Perspective - Eddy Lang – <strong>Kachina Ballrooms 1-2-3</strong></td>
</tr>
<tr>
<td>8:30 AM-9:30 AM</td>
<td>Developing Future Administrators: Janet Sherry, Amy Martens, Amy Jameson, Azucena Villa – <strong>Kachina Ballrooms 4-5-6</strong></td>
</tr>
<tr>
<td>9:00 AM-10:00 AM</td>
<td>What has been the result of our “K” investment? What are the future opportunities? - A Panel Discussion: Sean Collins, Nate Kuppermann, Lynne Richardson, Jill Baren, Matt Hansen – <strong>Kachina Ballrooms 1-2-3</strong></td>
</tr>
<tr>
<td>9:30 AM-10:00 AM</td>
<td>Hot Topics-Delving Deeper- a Guided Discussion Session: Ashlee Melendez, Moderator – <strong>Kachina Ballrooms 4-5-6</strong></td>
</tr>
<tr>
<td>10:00 AM-10:15 AM</td>
<td>Break – <strong>Kachina Ballroom Foyer</strong></td>
</tr>
<tr>
<td>10:15 AM-10:45 AM</td>
<td>New GME Opportunities in the VA System: Chad Kessler – <strong>Kachina Ballrooms 1-2-3</strong></td>
</tr>
<tr>
<td>10:45 AM-11:15 AM</td>
<td>How to Negotiate Research Infrastructure in the VA system: Nicki Hastings – <strong>Kachina Ballrooms 1-2-3</strong></td>
</tr>
<tr>
<td>11:15 AM-11:30 AM</td>
<td>Closing Remarks: Greg Volturo – <strong>Kachina Ballrooms 1-2-3</strong></td>
</tr>
<tr>
<td>12:30 PM</td>
<td>Golf Tournament Tee Times Begin – <strong>Legacy Golf Club</strong></td>
</tr>
</tbody>
</table>
ANTOINETTE M. BROOKE, MPH

Antoinette M. Brooke, MPH is currently the Chief Operating Officer Department of Emergency Medicine at the University of Pennsylvania Health System (UPHS). Ms. Brooke’s responsibilities include the strategic, financial, operations and human resources recruitment and retention success of the department. UPHS has two major academic hospitals, an academic affiliate and two community hospitals. The Department also hosts the Division of Undersea and Hyperbaric Medicine and a Travel Medicine program. Its Center for Resuscitation Science and the Center for Emergency Care Policy and Research are nationally renowned for their work in advancing emergency medicine.

In her previous positions Ms. Brooke served as the Senior Clinical Administrator of the Department of Emergency Medicine, the Department of Pathology and Laboratory Medicine and the Department of Pediatrics at the University of Medicine and Dentistry of New Jersey- Robert Wood Johnson Medical School (UMDNJ-RWJMS); she facilitated major reengineering initiative for St. Louis Children’s Hospital, as well as managing a large branch of a national home infusion company, and developing and managing PPOS and HMOs for the Travelers Insurance companies in Chicago and other Midwest cities.

Antoinette obtained her MPH from Yale University and her BS degree from the University of Durham in Durham, England. In her spare time she enjoys spending time with family, reading, traveling, cooking and is an active volunteer in her church supporting feeding the hungry ministries and chaperoning the youth group on international service immersion projects.

Antoinette, who is now President-Elect of AAAEM, has just completed her year as Secretary of AAAEM having served in the past as Treasurer and At Large Executive Committee member. She is an active member of the Finance Committee and Benchmarking Committee; and has also served in the past on the Planning Committee. She has presented at several of the AAAEM/AACEM Annual retreats. During her tenure as Treasurer she established a financial structure for AAAEM including a formal budget and financial guidelines to ensure fiscal soundness of the Academy. During the past few months as Secretary, she led an effort to revise and update the Academy’s operating guidelines. These accomplishments will continue to ensure AAAEM’s success well into the future and we are indebted to Antoinette for this work. Her organizational talents are clear and we look forward to when she will serve as our Academy President.
AAAEM Awards

Lifetime Achievement Award

KIRSTEN ROUNDS, RN, MS

Kirsten Rounds is the Senior Executive Administrator in the Department of Emergency Medicine at the Alpert Medical School of Brown University and University Emergency Medicine Foundation (UEMF). Kirsten has a BSN in Nursing from Boston College, and an MS in Accounting from the University of Rhode Island. With over 14 years of experience in Academic Emergency Medicine Administration in a variety of roles, Kirsten has developed significant expertise in the administrative arena of Academic Emergency Medicine.

She manages the UEMF physician practice which has annual revenue in excess of $50 mil, and over 250 employees. The hospital affiliations of her department include a Primary Academic Adult EM site, a Community Teaching Adult EM site, a Primary Academic Pediatric EM site, and a Community ED with a combined annual volume of over 250,000 visits. Her department hosts 48 EM residents, 6 Pediatric EM fellowships and a variety of non ACGME EM fellowships. With a research enterprise in EM of well over 5 million dollars per year, the department of Emergency Medicine at Brown University has a significant focus on all three of the missions of Emergency Medicine. She is a member of the AAMC Group on Faculty Practice.

Kirsten has just completed her year as President of AAAEM having served in the past as President-Elect, Secretary, At Large Executive Committee member and Membership Committee Chair. She is an active member of the Strategic Planning committee and Benchmarking Committee. She has organized the AAAEM salary survey, which has been conducted three times in the past six years. Kirsten has worked to ensure that AAAEM is incorporated more fully into the fabric of SAEM. She has been the Co-Chair for the Council of Academy Leaders for the past two years. She has been a presenter for the AACEM Chair Development Program since its inception and has presented at SAEM as well as the AAAEM/AACEM annual retreat in prior years. For the past four years, Kirsten has either chaired or co-chaired the AACEM/AAAEM retreat planning committee helping to develop the meetings in Aventura, FL (2013), San Diego, CA (2014), Jacksonville, FL (2015) and now this meeting in Tempe, AZ (2016). During this tenure, the meeting has become financially self-sustaining and continued to provide an excellent networking and education environment. Kirsten’s enthusiasm for the work of AAAEM is evident and we look forward to her continued contributions in the coming years.
**Things to Know**

**Outlets and Hours of Operations**

**TOP OF THE ROCK**
Monday – Sunday 5:00 PM – 9:30 PM
Happy Hour 5:00 PM – 7:00 PM
602.431.2370

**MARKET CAFÉ & STARBUCKS**
Monday – Sunday 6:00 AM – 2:00 PM
602.431.2367

**THIRSTY CACTUS POOL BAR & GRILL**
Monday – Sunday 11:00 AM to Dusk
Ex: 5128

**LOBBY LOUNGE BAR**
Food: Mon – Sun 11:00 AM – 11:00 PM
Beverage: Mon – Sun 11:00 AM – 1:00 PM
Ex: 5194

**ROOM SERVICE**
Breakfast: Mon – Sun 6:00 AM – 11:00 AM
Dinner: Mon – Sun 4:00 PM – 11:00 PM
Ex: 5165

**NARANDE SPA**
Monday – Saturday
9:00 AM – 8:00 PM
Sunday 9:00 AM – 6:00 PM
602-431-2357

**FITNESS CENTER**
Monday – Sunday 24hrs

**GIFT SHOP**
Monday – Sunday
7:00 AM – 10:00 PM

**BUSINESS CENTER**
Monday – Sunday 24hrs

**POOL & HOT TUBS**
Monday – Sunday
6:00 AM – 10:00 PM

**POOL SLIDE**
Monday – Sunday
11:00 AM To Dusk

PHOENIX MARRIOTT TEMPE AT THE BUTTES
2000 W. WESTCOURT WAY, TEMPE AZ 85282
602.225.9000 | WWW.MARRIOTT.COM/PHXTM
Donate a bottle for our silent auction.

For more information, please contact Melissa McMillian, CNP, Grants and Foundation Manager, mmcmillian@saem.org