



16TH ANNUAL

AACEM/AAAEM RETREAT

— San Juan, Puerto Rico —
March 2024



WiFi Information – Username: CVH-Guest Password: Vanderbilt1919

Welcome to San Juan!



It was Benjamin Franklin who said, “We must, indeed, all hang together or, most assuredly, we shall all hang separately.” This time away at our annual AACEM retreat, relatively free from the distractions of work, serves as an incubator for cultivating collaborative solutions in an immersive environment that fosters creativity, vision refinement, innovation, and strategic thinking. Deliberate exchanges at the various sessions or chance interactions at breakfast

or at the beach can lead to actionable change at work or within the specialty. Albert Einstein said, “We cannot solve our problems with the same thinking we used when we created them.” At our retreat, we need to envision possibilities that have not yet been considered, revisit fundamental questions, find “white space” opportunities and “blue oceans” to navigate, and focus on innovation execution. The days in San Juan will be filled with exciting content and the afternoons are free to do what you most need: explore nature, sit by the pool, catch up with old friends. Just the chance to spend quality time with colleagues old and new will provide the needed charge to get your mind thinking outside of the box. The retreat is always a highlight of the academic year...I look forward to hanging together in Puerto Rico!

Sincerely,

Lewis S. Nelson, MD, MBA
2023-2024 AACEM President

AACEM Executive Committee Members



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Rutgers New Jersey Medical School

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Erin Campo

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Welcome to San Juan!



Welcome to San Juan, Puerto Rico, and the 16th Annual AACEM/AAAEM Retreat! Whether this is your first retreat, or your 16th, this week promises to provide everyone with informative sessions, organic networking, renewal and relaxation!

Since its inception, the AACEM/AAAEM Retreat has been a truly unique event. Among other medical specialties, I am not aware of anything close to our Chair/Administrator

specific event. Given the pace of change that healthcare is undergoing, we are fortunate to have this time together.

In addition to our educational sessions, the Academy has been hard at work this year focusing on member benefits, communication and outreach. This week we will celebrate the kick-off of the Member Insider Program or MIP, a year-long mentoring program. We'll also catch up with the Benchmarking Committee regarding the latest survey results, as well as their progress on an EM based Acuity Index. We will celebrate award winners, CAEMA graduates, and install new members of the Executive Committee.

An event of this size doesn't happen without the combined efforts of many. I want to thank all the staff of SAEM for their amazing work each year. And I want to thank Dr. Lewis Nelson and the joint AACEM/AAAEM retreat planning committee. Work for this retreat began as soon as we were done in Dana Point, and represents another reason for year after year of success!

And thank you for attending! Our members are the reason this happens. So let's have fun, learn for each other, relax and unwind in this beautiful setting of San Juan.

David Christiansen, MBA
2023-2024 AAAEM President

AAAEM Executive Committee Members



Academy of Administrators in Academic Emergency Medicine

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Ali S. Raja, MD, DBA, MPH
Massachusetts General Hospital /
Harvard Medical School

SAEM STAFF LIAISON

Erin Campo

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Keynote Address

Megan W. Gerhardt, Ph.D.



Megan W. Gerhardt, Ph.D. is a Professor of Management and Leadership at the Farmer School of Business at Miami University, where she also serves as Robert D. Johnson Director of Leadership Development. Megan speaks and consults with top organizations around the world on ways to leverage generational diversity in the workplace. In addition to her academic research, she is author of the book *Gentelligence: A Revolutionary Approach to*

Leading an Intergenerational Workforce. Her *Gentelligence* work has been showcased as Harvard Business Review's Big Idea in March 2022 and was also chosen as one of Harvard Business Review's Top 10 Must Reads for 2024. Megan's work on leveraging generational diversity has also been featured in the Wall Street Journal, Time Magazine, NBC News, The Washington Post, and CNN, among others. All of Dr. Gerhardt's work (www.profgerhardt.com) focuses on leveraging unique differences to achieve impact and extraordinary levels of performance.

Keynote

Gentelligence

Gentelligence rejects common stereotypes assigned to different generations, replacing them with a deep understanding of why those who grew up in different times may behave in unique and valuable ways.

We challenge leaders to go beyond simply accepting generational differences to leverage them proactively – and increase engagement, innovation, and organizational success.

Schedule of Events

SATURDAY - MARCH 16, 2024

8:00 am-4:00 pm	Certificate in Academic Emergency Medicine Administration (CAEMA) Session	Salon Azul
12:00 pm-6:00 pm	AACEM/AAAEM Retreat Registration	Patio del Fauno Foyer
6:00 pm-8:00 pm	AAAEM Welcome Happy Hour	Tacos & Tequila Deck
7:00 pm-9:00 pm	Certificate in Academic Emergency Medicine Administration (CAEMA) Group Dinner	Cayo Blanco Restaurant (Offsite)

SUNDAY - MARCH 17, 2024

8:00 am-7:00 pm	AACEM/AAAEM Retreat Registration	Patio del Fauno Foyer
8:00 am-12:00 pm	Certificate in Academic Emergency Medicine Administration (CAEMA) Session	Salon Azul
8:00 am-4:00 pm	AACEM Chair Development Program (CDP) Session	Salon Luchetti
AAAEM GENERAL SESSION - WEAR YOUR INSTITUTION GEAR!		
1:00 pm-4:00 pm	<ul style="list-style-type: none">- Welcome, Overview, and Ice Breaker- MIP Briefing- Committee Charges- Awards Recognition- AAAEM Leadership Transition	Patio del Fauno East
5:30 pm-6:30 pm	AAAEM First-Timers and MIP Reception	AAAEM President Suite
5:30 pm-6:30 pm	AACEM First-Timers Reception	AACEM President Suite
6:30 pm-8:30 pm	AACEM/AAAEM Retreat Welcome Reception	West Veranda

MONDAY - MARCH 18, 2024

7:00 am-6:00 pm	AACEM/AAAEM Retreat Registration	Patio del Fauno Foyer
7:00 am-8:30 am	Women's Breakfast: Chairs and Vice Chairs	East Veranda
7:30 am-8:30 am	AACEM/AAAEM Retreat Breakfast	Salon Dorado/ Patio Del Fauno West
AACEM/AAAEM JOINT EDUCATIONAL SESSION		
8:30 am-9:30 am	Opening Keynote Address - Dr. Megan Gerhardt on Gentelligence	Patio del Fauno Main
9:30 am-10:00 am	Post-Keynote Discussion with Dr. Megan Gerhardt	Patio del Fauno Main
10:00 am-10:30 am	AI Session - Richard J. Hamilton, MD, MBA; Anthony Rosania, MD, MHA	Patio del Fauno Main
10:30 am-10:45 am	Break	Patio del Fauno Main
10:45 am-11:45 am	Building a Diverse and Inclusive Environment - Nathan Kuppermann, MD, MPH; Angela M. Mills, MD; Louis Burton, MHSM, FACHE; Vicki E. Noble, MD; Stephen J. Wolf, MD	Patio del Fauno Main

Schedule of Events

11:45 am-12:15 pm	Development of a Patient Based Emergency Department Complexity Score - <i>James J. Scheulen, PA, MBA</i>	Patio del Fauno Main
12:15 pm-12:30 pm	Break	Patio del Fauno Main
12:30 pm-2:00 pm	Education Luncheon - Reimbursement Updates - <i>Jason Adler, MD, CEDC, FACEP, FAAEM</i>	Patio del Fauno Main
5:30 pm-6:30 pm	AACEM/AAAEM Retreat Joint Session Networking Reception	West Veranda
7:00 pm-9:00 pm	AACEM Executive Committee Dinner	Social Restaurant (Offsite)
7:00 pm-9:00 pm	AAAEM Executive Committee Dinner	Cocina Albierta Restaurant (Offsite)

TUESDAY - MARCH 19, 2024

7:00 am-3:00 pm	AACEM/AAAEM Retreat Registration	Patio del Fauno Foyer
7:30 am-9:15 am	AACEM Networking Retreat Breakfast and Executive Updates	Patio del Fauno Main
7:30 am-8:30 am	AAAEM Networking Retreat Breakfast	East Veranda
7:30 am-9:15 am	Vice Chair Networking Breakfast and Breakouts	Patio Del Fauno West
8:30 am-8:45 am	AACEM and AAAEM Group Photos	Patio del Fauno Foyer
AACEM CHAIR AND VICE CHAIR EDUCATIONAL SESSION		
9:15 am-10:15 am	Hot Topics - <i>Lewis S. Nelson, MD, MBA</i>	Patio del Fauno Main
10:15 am-10:45 am	Moral Injury and Vicarious Trauma in our Healthcare System - <i>J. Jeremy Thomas, MD, MBA</i>	Patio del Fauno Main
10:45 am-11:30 am	Case Studies in Overcoming Barriers to Building EM Research Programs - <i>Andra L. Blomkalns, MD, MBA;</i> <i>Robert W. Neumar, MD, PhD; Nathan Kuppermann, MD, MPH;</i> <i>Peter E. Sokolove, MD</i>	Patio del Fauno Main
11:30 am-12:00 pm	Rejuvenating Medical Student interest in Emergency Medicine - <i>Tiffany Murano, MD; Laura Hopson, MD</i>	Patio del Fauno Main
AAAEM EDUCATIONAL SESSION		
8:45 am-9:30 am	Coding and Reimbursement Changes - <i>Jason Adler, MD, CEDC, FACEP, FAAEM</i>	Patio del Fauno East
9:30 am-10:15 am	Efficiency Tools - <i>Becky McGowan, MBA;</i> <i>Amy Jameson, MPhI, MA, MBA; Alyssa A. Tyransky, MTDA</i>	Patio del Fauno East
10:15 am - 10:30 am	Break	Patio del Fauno East
10:30 am - 11:15 am	Funds Flow and Models of Institutional Support - <i>Frank Jurkiewicz, MBA; Brendan Russell, MBA; Sara Engel, MBA</i>	Patio del Fauno East
11:15 am - 12:00 pm	Benchmark Committee: Using the Analytics Portal - <i>Gregory M. Archual, MBA</i>	Patio del Fauno East

Schedule of Events

AACEM/AAAEM RETREAT JOINT SESSION		
12:15 pm-1:00 pm	Emergency Department Benchmark Data: ED Operations - <i>James J. Scheulen, PA, MBA</i>	Patio del Fauno Main
1:00 pm-2:30 pm	Awards Lunch: AACEM/AAAEM Joint Session	Patio del Fauno Main
7:00 pm-9:00 pm	URiM Dinner: Chairs and Vice Chairs	Luisa Restaurant, Cava Room (Offsite)

WEDNESDAY - MARCH 20, 2024

7:00 am-11:00 am	AACEM/AAAEM Retreat Help Desk	Patio del Fauno Foyer
7:30 am-8:30 am	AACEM/AAAEM Retreat Breakfast	Salon Dorado/ Patio Del Fauno West
7:30 am-8:30 am	AACEM/AAAEM Retreat Joint Executive Committee Meeting	Salon Azul
AACEM/AAAEM RETREAT JOINT SESSION		
8:30 am-9:00 am	Faculty Salary and Faculty/Academic Benchmarks - <i>James J. Scheulen, PA, MBA</i>	Patio del Fauno Main
9:00 am-9:40 am	Turning Lemons Into Lemonade (Boarding Session) - <i>Jeff Hill, MD, MEd</i>	Patio del Fauno Main
9:40 am-10:20 am	The "Super" Urgent Care and Beyond - <i>Andy A. Godwin, MD;</i> <i>David Christiansen, MBA</i>	Patio del Fauno Main
10:20 am-11:00 am	Faculty Clinical Skills Maintenance - <i>Leigh A. Patterson, MD</i>	Patio del Fauno Main
11:00 am	Adjourn	

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AAAEM Awards

JAMES J. SCHEULEN LIFETIME ACHIEVEMENT AWARD IN ACADEMIC EMERGENCY MEDICINE ADMINISTRATION

TRAVIS W. SCHMITZ, PHD, MBA



Travis Schmitz is the department administrator for Emergency Medicine at Northwestern Memorial HealthCare and Northwestern University's Feinberg School of Medicine. Travis also serves as the director of operations for the Office of the Chief Medical Officer for the 11-hospital healthcare system. In his 11 years at Northwestern, he has integrated two community emergency medicine practices (comprising 5 EDs) and eight immediate care centers. In his role with the Office of the CMO, he provides leadership to areas including the Medical Staff Office, Credentials Verification Office, and Graduate Medical Education. Before coming to Northwestern, Travis spent over eight years at the University of Mississippi Medical Center, working as a finance administrator/practice

operations director for the Department of Medicine and the department administrator for the Department of Anesthesiology.

Travis received his bachelor degree in business administration from Mississippi College and his MBA from Millsaps College. He completed his Ph.D. in Clinical Health Sciences at the University of Mississippi Medical Center in 2013. He still teaches for the University of Mississippi system in an online program for the Department of Health Sciences. Travis has two very active boys, ages 14 and 12. In his free time, he has served as the president of an associate board for a non-profit in Chicago that provides housing, healthcare, and human connection to those struggling with poverty and/or homelessness, with a special emphasis to youths and those in the LGBT community. Travis also loves to explore the Chicago food scene, exercise, and is happiest when he is with his friends and family.

Travis has been a member of AAAEM since 2013. Since that time, he has been an active member of the benchmarking and education committees. He previously served as an elected member of the Executive Committee for a number of years and has also served on the membership committee. He currently co-directs the Certificate in Academic Emergency Medicine Administration program with Ashlee Melendez and has been involved with CAEMA for each cohort since its inception.

AACEM Awards

DISTINGUISHED SERVICE AWARD

DAVID P. SKLAR, MD, FACEP



Dr. Sklar is an emergency physician and Professor at Arizona State University, and Director of the Office of Interprofessional Continuing Health Education. He is former Editor-in-Chief of Academic Medicine, the leading journal in health professions education scholarship and has authored or co-authored over 200 articles in the medical literature in the areas of medical education, health services, emergency medicine, disaster medicine, global health, patient safety and quality improvement. He was a Robert Wood Johnson Health Policy Fellow serving on the US Senate Finance Committee in 2011- 2012 working on the Affordable Care Act, physician payment and graduate medical education. He served as a Fulbright Fellow from 2021-2023 in Dublin Ireland with the Royal

College of Surgeons in Ireland Medical School assisting with the transformation of the curriculum to a case-based format. He is former President of the Society for Academic Emergency Medicine and Council of Emergency Medicine Residency Directors, and Chair of the Board of Directors of the American College of Emergency Physicians. He has authored a memoir, *La clínica*, and two novels, *Atlas of Men* and *Moonstone Hero*. He lives with his wife Deborah in Phoenix, Arizona.

AACEM Awards

LIFETIME SERVICE AWARD

GREGORY A. VOLTURO, MD, FACEP



Gregory A. Volturo, MD, FACEP is Chairman of the Department of Emergency Medicine at the UMass Chan Medical School and serves as the Service Line Chief for Emergency Medicine for the UMass Memorial Health Care System. He has overall operational and financial responsibility for the service line which includes six emergency departments, an ALS- EMS system with a service area of over 1.8 million people, critical care ground and air medical transport services, as well as an urgent care and occupational health practice. He has over 35 years of experience managing emergency departments, emergency physicians and other physician groups. Dr. Volturo's personal research interests, have been focused on respiratory tract infections and emergency department

management. He has published numerous studies and national guidelines. Under his leadership, the department has consistently been one of the top NIH funded departments nationally, with both basic science and clinical research. He has created several fellowship programs and expanded emergency medicine's contributions to medical education at the graduate and undergraduate levels within the medical school and graduate school of biomedical sciences. With a strong commitment to serving underserved populations and public health, he has empowered his faculty colleagues to become leaders in a range of community health initiatives, expanding the role of emergency medicine faculty in the community from overdose prevention, addiction management and lay CPR training to at risk populations, to the delivery of mobile primary and urgent care services for the underserved. Dr. Volturo is a member of the Massachusetts Public Health Council, serving in an advisory role to the Massachusetts Department of Public Health and is a dedicated advocate for the practice of emergency medicine, serving on numerous journal editorial and review boards, and in leadership positions of professional specialty organizations.

Dr. Volturo is a graduate of Rutgers University in New Jersey and Loyola University Chicago, Stritch School of Medicine.

He completed residencies in Medicine and Emergency Medicine at the University of Massachusetts Medical Center after which he went into Emergency Medicine private practice. He returned to the University as full-time faculty in 1989 and was appointed as department chair in 2006.

Things to Know

Condado Vanderbilt Hotel Offerings

In Puerto Rico, a legend has been reborn and a brilliant future shines anew for Condado Vanderbilt Hotel - the hotel where luxury, elegance and style began in San Juan, Puerto Rico. www.condadovanderbilt.com

ACCOMMODATIONS - Breathtaking views of the Atlantic Ocean are framed by elegant French doors to private terraces and balconies, underscoring its status as the finest hotel and resort in Puerto Rico, and further enhancing the oceanfront experience of a Caribbean beach stay.

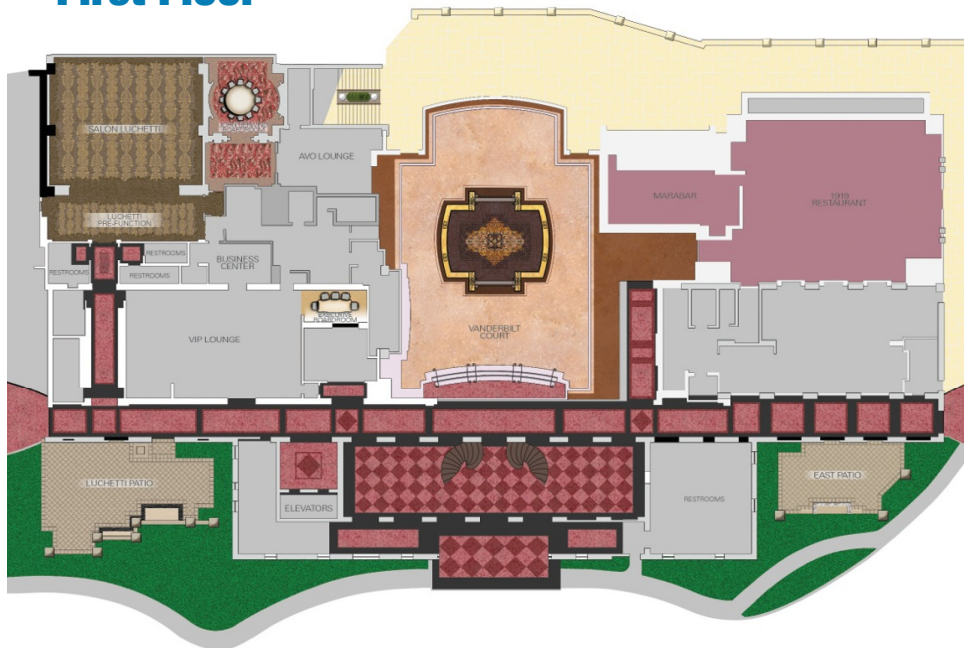
SPA & FITNESS - Because health, fitness and beauty are intertwined, our Oceanfront Fitness Facility offers a variety of exclusive, relaxing spa treatments, as well as invigorating wellness and fitness classes.

DINING - Each restaurant at Condado Vanderbilt Hotel is an epicurean experience unto itself. While dining experience a celebration of the captivating oceanfront setting and legendary service and ambiance.

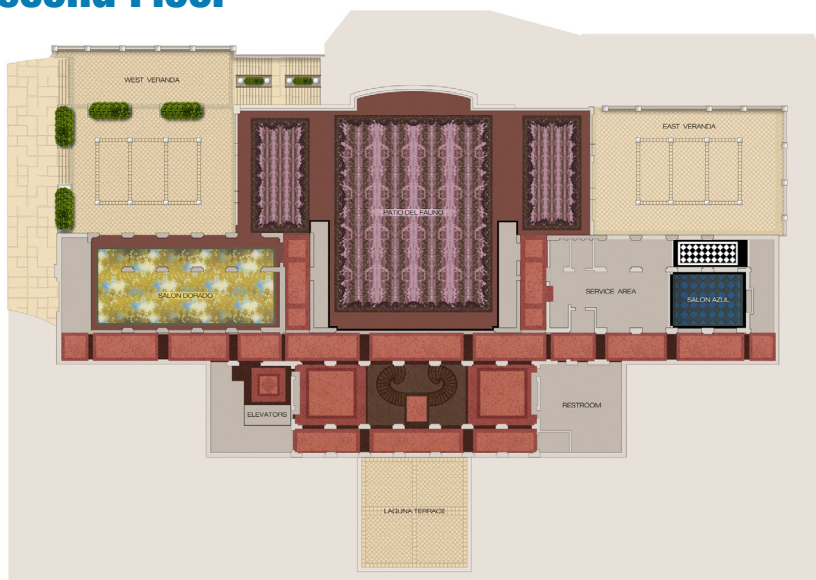


Meetings and Events Map

First Floor



Second Floor



Code of Professional Conduct

- A.** Members have an ethical obligation to professionally act in a manner that upholds the purposes, values, and objectives of AACEM.
- B.** Members shall conduct themselves in a professional manner while attending or participating in AACEM sponsored events and in all communications with AACEM staff.
- C.** While alcohol is served at many AACEM events, members shall not use any substance to an excess that negatively impacts the member's ability to act in a professional manner.
- D.** Members shall be honest, fair, and act respectfully and with integrity.
- E.** Members shall endorse Diversity, Equity, and Inclusion and shall not discriminate against members or AACEM staff regarding religion, race, ethnicity, color, national origin, sex, sexual orientation, or disability.

Conduct unbecoming of an AACEM Member should be reported to the CEO. The AACEM Executive Committee, including but not limited to the SAEM Ethics Committee, will investigate any reported breaches of professional conduct and reserves the right to enforce the AACEM Code of Professional Conduct up to and including removal of AACEM Membership.



AACEM ANNUAL *Reception & Dinner*

EVENT LOCATION:

MANCUSO'S RESTAURANT

201 E. Washington Street, Phoenix, AZ

DATE & TIME:

Thursday, May 16, 2024

6:30pm - 10:00pm

Complimentary to AACEM Members who register online at

<https://www.saem.org/annual-meeting/events/aacem-annual-reception-and-dinner>