

'Testimonial in honor of Steven E. Seltzer'

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*Stuart G. Silverman, MD*

CONFIDENTIAL

Tribute to Steven E. Seltzer, M.D.

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Transcript of remarks delivered at Brigham and Women's Hospital

It has been almost 28 years since Steven Seltzer then Director of the Abdominal Radiology Section and Jack Meyer then Dept Vice chair recruited me from the MGH to the Brigham. In 1989, well before the merger of the MGH and the Brigham and the formation of Partners HealthCare, leaving the 'womb' of the MGH to go to the 'rival' Brigham was a big step. However, my move to the Brigham was strongly supported at the MGH by many including Joe Ferrucci and Jack Wittenberg who both spoke highly of Steven. Shortly after I arrived at the Brigham, Steven supported my creation of a new interventional radiology service, now known as 'Cross-Sectional Interventional Radiology' or 'CSIR'. In those days, only the Angiography Section offered interventional radiology procedures. Steven supported my vision for an organ-system based, disease-focused Department that included interventional radiology being performed by all Sections in the Department. The Abdominal Section led the way. CSIR sections now perform 20-30 procedures per day, and the service is still growing. Steven also supported my passion for genitourinary or GU radiology. On those days, we tried to arrange the abdominal clinical schedule into GI and GU assignments but cross-sectional imaging techniques that had GI and GU organs side-by-side on the same image prevented it. Steven also helped me in my early days of publishing; he co-authored several papers in interventional radiology (mostly guided by CT) and GU radiology (focused on kidney masses).

In 1997, as Steven was angling to become Department Chair, he asked me to direct both the Abdominal Section and CT for the Department – two jobs he had held for many years. I was delighted and for several years I would direct the Abdominal Section, CT, and CSIR for the Department. Here Steven is shown in our first annual Section photo. Note the other 'giants' in Radiology whom Steven recruited to the Brigham; Clare Tempany, now Vice-Chair of Research, Ramin Khorasani, now Vice Chair for Information Technology and Quality, and others including Pablo Ros, then Department Vice chair, now Department Chair at Case Western Reserve University. Douglass Adams, also shown here has since retired but was a mentor to us all, and Kemal Tuncali continues to be a stalwart clinician in the Section. The Section, under Steven's tutelage has grown considerably since then. Note that of the 20 annual photos since, Steven is not shown in any of them – because he was running a Department.

I will leave it to others to cite chapter and verse Steven's innumerable accomplishments as Department Chair. I would rather emphasize his legacy of leadership skills and style that among the many indelible changes to Brigham radiology, hopefully will endure beyond his tenure as Chair. Leadership styles 'trickle down' and set an example for the rest of the Department.

First, Steven has a unique, sensitive, thoughtful, and caring approach to everything he does. This approach has served as a role model for me in my career. To be more specific, I will describe four 'qualities' or skills that Steven taught me. First, his leadership style includes a sense of 'servant-hood': a 'willing to serve' mentality – not simply 'in charge'. Second, Steven is a good listener and always keeps an open mind before expressing his opinion. Third, he always proposes a collaborative solution when confronted with conflict, understanding that a 'win-win' among two seemingly opposing parties is more

likely to endure. Lastly, and perhaps most important, Steven always presents a humble approach, rarely taking credit, and preferring to shine the light on others. He created many endowed Chair positions for his faculty, including Clare and Ramin. He has repeatedly nominated and promoted his faculty to receive national and international awards. In addition to the joy derived from helping others, he recognized that his legacy as Department Chair would ultimately be measured by the success of his faculty. We can only hope that our next Department Chair has some of the qualities that Steven has displayed over the past nearly 40 years at the Brigham.

Now Steven is 'transitioning' to more wide ranging problems and will take these unique leadership skills to Washington and beyond and parlay them into successes on a larger scale.

But for me, Steven, I will always be grateful for your support of my work at the Brigham, your mentorship of me during the past 27 years, and most of all, your friendship.