Good afternoon.

Dear Steven, Rochelle, Seltzer family, friends and colleagues, Although I can't be with you today, I wanted to share a few thoughts to help celebrate this milestone in Steven's truly remarkable professional career.

I met Steven on my first day as a radiology resident at the Brigham. His welcoming smile, his energy and 'off-the charts' enthusiasm for this institution have not changed. Whether a first year radiology resident, a radiology fellow, a junior faculty member or as vice chair for the past 14 years, one could always count on his generosity of time, thought and attention to continue to improve and reach for excellence each and every day. You have already heard about some of Steven's enormous contributions to this department, our institution, and the field of radiology from other speakers. Let me highlight a few of the pearls I have learned from Steven that I always carry with me.

Lead with vision, conviction and universally shared values. Steven was one of the very first national leaders in radiology to champion evidence-based practice as a core value for our profession. More than 20 years ago, he recognized the importance of effectively using evidence to reduce unnecessary testing, unwarranted variation in practice, and waste. At the beginning, this approach felt anathema to common sense from a purely financial perspective, but we have witnessed the enormous growth of Brigham radiology, while creating a model for quality and value-based care that others, including CMS, recognize and wish to emulate across the country.

Innovate, follow your passion, and let data drive your decisions. Steven co-founded the Center for Evidence-Based Imaging at BWH. This unique multi-disciplinary center, with more than \$18M of extramural funding over the last 13 years, is focused on using innovative health IT tools to bring about sustainable and measurable improvements to quality, safety and efficiency of care delivery.

And FINALLY,

<u>Collaborate</u>, if difficult, try harder! Listen, learn, teach; lead *and* follow; mentor *and* be mentored. Know that you are only as smart as those around you and that any idea worth doing is worth sharing so that it can become an even better idea.

Well Steven, it is your turn to follow *your* passion again. Mentorship, teaching and advocacy. Despite the enormous impact of your past 20 years as chair, arguably an even more impactful 20 years of your blessed professional career lies ahead. Thank you for all that you have given us so far. I for one, look forward to your many more contributions ahead.