With a new look, reorganization and overhaul of content, radiology.emory.edu is designed to attract potential residents and faculty, share knowledge among the medically educated and provide a platform for increasing communication throughout the department.

The new website features include:

- rotating announcements on the home page to keep regular visitors informed of the newly added information
- descriptions and highlights of the various divisions and research labs
- details and application procedures for our residency, fellowship and medical imaging training programs
- up-to-date information for current events in radiology
- password protected area to share information and tools useful to the Emory Radiology Department

Our website will serve as a resource for those interested in the research and education that occurs within the department. The Emory Healthcare website will continue to supply information for potential patients and those seeking clinical information about Emory Radiology.

The website continues to be updated each day and will grow with the needs and advancements of our department.

If you would like a website tour for your area or division, please contact Monica Salama to arrange a time and place: Monica.Salama@emoryhealthcare.org

- Monica Salama
Communications Specialist

**Signing on the Future**

After nearly 18 months of negotiation, Emory has a new Master Research Agreement (MRA) with Siemens. This MRA and associated agreements bring substantial opportunities for collaborations on advanced and unique imaging technologies.

Among the most exciting of these is a prototype combined MRI-PET scanner, of which Emory will be only one of two U.S. sites to trial. Dr. John Votaw will be leading Emory’s team in working with Siemens’ scientists on the last design phase before we hope for the scanner to arrive at Emory sometime this Spring. The device will be comprised of a 3T Trio MRI into which a head-only PET insert is fitted. The capacity for complementary simultaneous functional brain imaging, albeit fraught with technical challenges, promises to allow evaluation of living human neural processing not previously possible.

Another aspect of the agreement is collaboration on the development and testing of new PET molecular imaging agents under the direction of Dr. Mark Goodman. A new cyclotron and radiochemistry laboratory, co-located at the Emory Center for Systems Imaging (CSI) Wesley Woods campus site, will further support these efforts.

The new MRA has also allowed us to move forward on collaborations with Siemens on projects in cardiac imaging and body MRI, under the leadership of Drs. Arthur Stillman and Diego Martin, respectively.

- Carolyn C. Meltzer, MD, FACR
Chair of Radiology
Dear Colleagues,

Happy New Year!

I’m hopeful that all have had a restful holiday. January begins a time of transition to providing enhanced subspecialty imaging services through further integration of our clinical service delivery between the Clifton and Midtown campuses. This will mean a greater presence (eventually) all of our subspecialty, academic divisions at the Emory Crawford Long Hospital, working closely with our Division of Community Radiology. Dr. William Small will provide leadership for this transition as the ECLH Chief of Radiology Services. I am grateful to the dedication of our Community Division, under the leadership of Dr. Martin Sheline, and look forward to opportunities to further expand their base of expertise beyond Crawford Long and Emory Johns Creek Hospitals. (Details will be discussed at an open ECLH Medical Staff Meeting on January 8th at 7pm.)

Our Lean Quality Project has begun and will be a year-long endeavor to improve efficiency and further ensure patient safety in the interventional arena. The resources of Emory Healthcare’s Office of Quality have joined with a multi-faceted departmental team dedicated to this important task.

Later this month, our diagnostic radiology residency and approved specialty fellowship programs will be evaluated by the Accreditation Council for Graduate Medical Education (ACGME) through a rigorous on-site review process. It is vital that our education leadership team, led by Dr. Bruce Baumgartner, have our department’s full support in preparing for this important milestone. The work that so many have put forth in getting ready for this review is a tribute to the high level of dedication our faculty and staff have for our teaching programs.

As discussed on page 1 of this newsletter, progress in our relationships with industry partners continues to bring opportunities for new clinical and translational research to Emory Radiology. Our new master research agreement with Siemens lays the groundwork for extended collaborations in neuroscience, cardiac imaging, and body MRI, among other areas. Our relationship with GE Healthcare has also strengthened as we move toward finalizing plans for a 2008 implementation of our new GE PACS system.

Indeed, there is much ahead for 2008 in Radiology.

Best to all,

Carolyn C. Meltzer, MD, FACR
Chair of Radiology

AWARDS & RECOGNITION

Carolyn C. Meltzer, MD
Chair of Radiology

American College of Neuropsychopharmacology (ACNP) Fellowship

Dr. Carolyn Meltzer has been elected as a fellow of the ACNP. This non-profit organization is a professional society dedicated to advancing the scientific understanding of and facilitating communication about disorders of the brain and behavior in order to advance their prevention and treatment.

Stefan Tigges, MD, MSCR

Excellence in Design

Dr. Stefan Tigges and co-authors (Sirineni GK, Oshinski JN, Johnson K, Stillman AE) were awarded the honor of Excellence in Design by RSNA for their educational exhibit on the Cardiac Cycle and 3D Motion of the Coronary Arteries: Impact on Coronary Computed Tomographic Angiography (CTA).

Karen Petiet, RT
Radiologic Technologist II

Emerging Leader Program

Karen Petiet, a member of the evening diagnostic staff at Emory Crawford Long Hospital (ECLH), has been selected to participate in the Emerging Leader Program (ELP) offered by the Organization Development and Learning Services (ODLS) of Emory Healthcare.

Karen was nominated by her supervisor, Michael Daise, based on her exceptional performance and ambition for professional growth. The ELP equips a potential leader with key building blocks to transition from colleague to supervisor, meet leadership expectations, and provides guidelines for key leadership skills and dimensions.

Candidates for the program must be in non-leadership job families, and must be nominated by their direct leader in order to apply to the program. If you would like to nominate an outstanding member of your team, applications can be obtained by calling ODLS at 2-7167.

Laura Champagne
Ultrasound Technologist

Employee of the Month - The Emory Clinic

Feedback from patients visiting the MOT Ultrasound demonstrate that Laura Champagne continually meets and exceeds her patients’ expectations. Thank you Laura, for exemplifying the customer service standards.

-Trecia Wertz, Manager, Radiologic Services
Making Remarkable Improvements

Over the last two years, MRI exams in the Emory Healthcare System have increased in volume while improving quality and reducing the scan times.

In 2005, Puneet Sharma, PhD joined the Emory Radiology Department as the Clinical MR Physicist with a focus on MRI clinical research and protocol optimization. Under the leadership of Diego Martin, MD, PhD, Director of MR, Dr. Sharma has worked with radiologists, technologists and various vendors to combine their input and implement a streamlined, cutting-edge MRI service. These advancements have created a swelling demand for MRI by referring physicians.

Feedback from the Emory radiologists generated the foundation to explore the capabilities of new protocols within the modality of MRI. Knowing the precise needs of the radiologists allowed Dr. Sharma to evaluate the capabilities of the MR system to create innovative protocols, resulting in a comprehensive examination while also decreasing the length of the scan for the patient. One such protocol has reduced the scan time in abdominal imaging from 40 to 30 minutes.

Each protocol determines the necessary length of the scan, along with the area of the body to be viewed. There is a balancing act that takes into consideration the quality of the scan in relation to the duration of the examination and comfort of the patient. The goal is to minimize the time a patient will need to lay still during an MRI session without sacrificing the needs of the radiologist. One way to achieve this balance is customization of the machine using knowledge of the benefits and limits of the MRI scanner in regard to contrast, resolution, and other image features. By efficiently configuring scans with different views and contrast parameters, streamlined MRI protocols may allow radiologists to fully characterize specific pathologies with shortened patient table time. Customized protocols also provide balance with the benefit of multi-station examinations, which obtain images of more than one area of the body during one scanning session. Although this process may increase the patient’s initial time on the table, the patient is not inconvenienced with multiple visits to the hospital for each scan, and thus avoid multiple prep-times and travel.

Dr. Sharma is a key member of Dr. Diego Martin’s Emory MRI team where efforts continue towards further developing this internationally recognized MRI program. Dr. Sharma works with other members of the MRI team, including Bobbie Burrow, and Drs. Khalil Salman, Marcel Santos and Bobby Kalb (the first Body MRI clinical translational sciences fellow at Emory), and with colleagues from the Georgia Institute of Technology and Biomedical Engineering. The concerted efforts of the MRI Team continue to produce innovative research and improve techniques for faster, more comfortable, and more diagnostic MRI scans for patients.

Bobbie Burrow, MRI supervisor at EUH and TEC, is a key player in the ongoing training of the MRI technologists. Due to our advanced protocols, the technologists are trained to execute each protocol in the most effective manner. The technology of Emory MRI is at the cutting-edge, yet technologists remain another key factor in MRI turn-around-time and diagnostic scan quality.

In addition to protocol modifications, the Emory Healthcare system has installed multiple new scanners and still the demand is overwhelming. The success of our MRI Services has attracted vendors to use Emory as a test site for new technologies giving us access to the latest technologies, software and programs before they are available in the general market. These superior tools include state-of-the-art receiver coils, advanced techniques for fat suppression and the MRI Body Planning Suite, which allows imaging multiple body regions during a single examination. Through agreements established specifically with Dr. Martin’s MRI team, Emory is one of only 5 major university facilities in the United States to have the MRI technology platform currently being used here.

Dr. Sharma and the MRI Team continue to research new ways to improve efficiency and image quality, striving to keep Emory at the cutting edge of MRI scanning. Patients are the major beneficiary of these efforts. If you have any needs or suggestions regarding MRI, please contact Dr. Sharma at Puneet.Sharma@emoryhealthcare.org

- Monica Salama
Communications Specialist

Investigational Drug Management for Clinical Studies

EFFECTIVE - January 1, 2008

Emory University requires the use of a designated pharmacy to provide investigational drug management services (IDS) for trials conducted by Emory faculty. In selected and exceptional circumstances, it may be necessary for the preparation, dispensing and/or management of the investigational drug/material to be performed outside of the designated pharmacy. In those circumstance, the Emory principal investigator for the project should complete an exception request form and send it, with any other accompanying documents or information, to: Susan Rogers, RPh at susan.rogers@emoryhealthcare.org. Exception requests will be reviewed on a case-by-case basis and shall not set precedence for an investigator or for future trials. For more information, go to the CTO website at: http://www.med.emory.edu/research/cto/IDS.cfm

IDS Waiver forms are now available at radiology.emoryed.org located in the Internal Forms of the Department Resources section.
STRIVING FOR EXCELLENCE

Make Your Mark

January, the beginning of a new year. Well, according to the calendar anyway. Here at Emory Healthcare we are one-third the way through our fiscal year. However, January is the traditional time of reflection over the past year and the making of resolutions for the year to come. I would like to offer up some resolutions for all of us.

First, something for you to do for yourself. Start saving for your retirement! You cannot start too soon saving for your retirement and you are never too old to be saving. Take advantage of one of the wonderful benefits we have. Did you know that the hospital will put a dollar into your retirement savings account for every dollar you put in? (You do have to be 21 years old with a year of service to get the match and the match stops at 4 percent of your salary.) Where else can you immediately double your investment with no risk?

Another bonus is that you do this before taxes so you pay less tax to Uncle Sam. What a wonderful program! Uncle Sam even helps put money into your retirement. Maybe you think you can retire by winning the lottery. Do you know the odds of winning the Georgia Mega Millions lottery are 1 in 1,175,711,536. Not very good odds. So go ahead, take the sure bet and do yourself a favor. Go to HR or print the form from the HR home page and start your retirement plan. Just start with one percent. I promise you will not even miss it. If you need help with this let me know. I would be happy to help you get started with your retirement savings.

For those of you already saving for retirement, put a little more in. It never hurts to have more money to retire on than you think you might need.

The second resolution is for you to stay in touch with family and friends. We live in very hectic times. It is too easy to have excuses for not seeing or being in contact with family and close friends. Make the effort. Be the one to reach out. This pays rewards not only to you, but to your loved ones you reach out to.

Life is a journey. Hopefully a long one. Bring your family and friends along with you. It makes for a more pleasant journey when you do not go it alone.

My last suggested resolution revolves around our work lives. This resolution is an oldie but still rings true today. Treat others as you would like to be treated, otherwise known as The Golden Rule.

When you come to work you expect and deserve to be treated with respect. We all want to do the best we can when at work. This is easier when we feel respected and know our job has value.

We have all had the chance to participate in the employee satisfaction survey in August. The results from that survey are in. Each section should be working on their action plans to improve in the areas that we as employees said need improving or to strengthen in an area we said was good. This is another chance for us to be involved and improve our work environment. It takes all of us to create and maintain a culture of mutual respect.

So in this time of reflection and resolution, I urge us all to resolve to take care of ourselves and to take care of each other.

- Dale Walker
Director of Imaging Services

Reporting Patient Privacy (HIPAA) and Compliance Concerns

EHC/EMCF has a policy and procedure for reporting HIPAA and/or any compliance concerns. All staff and faculty should be familiar with this policy and understand that as an EHC/EMCF employee, it is your responsibility to help detect and report any real or potential noncompliance with HIPAA and/or fraud, false claims, conflict of interest and internal policies and procedures.

In addition, all EHC/EMCF employees should be familiar with the Non-Retaliation policy. In order to facilitate the reporting process, supervisors, managers, coworkers or those in a similar position cannot engage in retaliation, retribution or harassment directed against an individual that was motivated by his or her knowledge that the employee made a good faith disclosure of alleged noncompliance to Emory Healthcare.

If your instincts tell you something is not right, you should report the issue to your supervisor or higher management. If you are not comfortable talking with your supervisor about the issue, or are not satisfied with the response, you can call the Emory Office of Compliance Programs (OCP) at 404-778-2757 or the Emory Trust Line (24/7 confidential and anonymous) at 888-550-8890.

To view the reporting policy and procedure, go to: http://euhnotes.eushc.org/ehc/compolic.nsf/e78c213fc993d10a852569300065467f/OpenView

To read the Trust Line policy and procedure, go to: http://euhnotes.eushc.org/ehc/compolic.nsf/e78c213fc993d10a852569300065467f/3c4b5fac131adac885256942006e8680fOpenDocument

Or visit the OCP web site at: http://www.eushc.org/departments/compliance/index.html

-- Office of Compliance Programs, Newsletter, December
Changes ripple through the radiology department as the Radiology Practice Quality Improvement (PQI) Committee implements procedures to ensure accountability and excel in healthcare quality.

An initiative of Vision 2012 has requested that each department form a quality committee to proactively solve patient and employer concerns. Quality of care is one of the many contributing factors that will aid the Emory goal to be ranked in the top 10 of US academic medical centers.

The importance of the quality committees is further emphasized by the recent formation of private employer organizations such as “The Leapfrog Group” and “Bridges to Excellence”, who demand accountability for the enormous sums of money being spent on healthcare for their employees.

In addition to the patient and employer concerns, The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) sets goals annually for US hospitals. The 2008 National Patient Safety Goals Hospital Program includes goals such as:

- Improve the accuracy of patient identification.
- Improve the effectiveness of communication among caregivers.
- Accurately and completely reconcile medications across the continuum of care.
- Improve recognition and respond to changes in a patient’s condition

The Radiology PQI Committee was formed in 2006. Dr. Meltzer recently appointed Dr. William Torres to serve as the chair of the committee, whose members also include Drs. Chad Holder, Deborah Baumgarten, Diego Martin, Kay Vydaraney, Mary Newell and Rebecca Seidel. The committee collaborates with the Emory Healthcare (EHC) Office of Quality. This connection ensures that the measures being taken in radiology correspond with the Emory Healthcare standards of patient care and are consistent with the ultimate goal of Vision 2012.

In addition to the monthly meetings held by the Radiology PQI Committee, radiology administration holds weekly meetings to review coding and billing issues along with the departmental productivity, exam volumes, schedule and the financial scorecard. This approach helps the PQI Committee to have a macro understanding of the department and target the areas that can most improve our patient care delivery.

Each staff and faculty member influences the quality of service delivered by Emory Healthcare. If you observe a practice or procedure that has room for improvement, take the initiative to discuss your idea with a supervisor or contact Dr. Torres (wtorres@emory.edu) to submit your idea to the Radiology PQI committee.

- Monica Salama
Communications Specialist
CHECK IT OUT


The article Radiation Dose to Organs and Tissues from Mammography: Monte Carlo and Phantom Study inspired HeathNewsDigest.com to post an article in the Women’s Health section, increasing radiation education as it applies to the overall amount of radiation mammograms deliver to the entire body and to the fetus when pregnant women who undergo mammography. The article goes on to explain how a three-dimensional virtual human and Emory’s new High Performance Computing Cluster aided the collection of data. To view this article visit click here.

GETTING TO KNOW YOU

As the radiology department grows within the Emory Healthcare system knowing who your team members are and what they do becomes increasingly important. Each month there will be a feature to highlight a person or group within the department to strengthen understanding of how we work together and improve communication within our department.

Assistant Directors

The radiology department has placed an Administrative Assistant Director at each of the three largest campuses of Emory Healthcare: Emory University Hospital (EUH), The Emory Clinic (TEC) and Emory Crawford Long Hospital (ECLH). At each of these locations, the Asst. Director guides the daily activities to align with the strategic plan, encourages employee development, and implements new processes, procedures and programs. The many responsibilities of an Asst. Director include planning, administration and monitoring of program related budgets. This individual plays a key role in the dissemination of information and ensures solid execution of the delivery of patient care at his or her location.

Michael Armstrong
Assistant Director of Imaging Services at Emory Crawford Long Hospital (ECLH)

Jane Goldberg
Assistant Director of Imaging Services at Emory University Hospital (EUH)

Jane Vitali
Assistant Director of Imaging Services at The Emory Clinic (TEC)
**Uterine Fibroid Embolization (UFE) Seminar**

February 7  
6:30 - 8:00 p.m.  
Emory Crawford Long Hospital  
- Glenn Building Auditorium -

Join Emory Interventional Radiologists for a presentation on a minimally invasive, non-surgical procedure that helps to relieve the pain, symptoms and stress caused by uterine fibroids. A question and answer session will follow the presentation.

If you are interested in attending the presentation or would like more information, please call HealthConnections at 404.778.2000.
GET INVOLVED CONTINUED

A Season of Celebration

Energy and excitement filled the walls of Callenwolde Fine Arts Center as over 400 guests of the Emory Radiology Holiday Party celebrated a successful year. This impressive turnout presented an opportunity for all areas of radiology to mingle while they enjoyed food and toasted the achievements of 2007.

The holiday season was the perfect opportunity for the leadership to express their appreciation for all of the hard work contributed by each member of the department.

As we move into 2008, each area and division will continue to recognize and acknowledge achievements to maintain high spirits throughout the year. Then as the year closes, we will come together again to celebrate how each member plays a role in the success and ultimately contributes to our goal of being recognized as a destination radiology department.

Guests of the Emory Radiology Holiday Party mingled through the many festive rooms of Callenwolde.

NEW FACES & APPOINTMENTS

William Small, MD, PhD
Chief of Radiology Service, Emory Crawford Long Hospital

In addition to his duties as Director of the Division of Abdominal Imaging, Dr. Small will be serving as Chief of Service for our department at ECLH, working closely with Dr. Sheline, Director of the Division of Community Radiology, as we work to increasingly offer subspecialized radiology service integrated across the Emory University Hospital and our growing midtown campus.

Dr. William Small holds four degrees from Emory, including undergraduate and three post-graduate degrees. He has worked as a physician within the Emory system for 16 years. Today, Dr. Small’s research interests include a variety of topics in CT contrast usage. He is also an active educator within the Emory system and is widely published, with his most recent works appearing in Eur J of Radiol, Acad Radiology, AJR, and Radiology.

Sidna Pinto
Program Associate, Sr.

Sidna Pinto has been appointed to oversee the Clinical Administrative Assistants and Program Coordinators. This new role will facilitate a streamlined workflow among the various divisions of the radiology department. She will also contribute to the team’s performance appraisal process. In the future, Sidna will arrange team learning experiences to fully utilize new computer software and unify processes throughout the department. If you see an opportunity for synergies between the divisions, please contact Sidna with your suggestions: Sidna.Pinto@EmoryHealthcare.org.

Sidna Pinto has worked within the Emory system for 14 years and has over 35 years of administration experience. Currently she is assistant to the Chair’s Office within the department of radiology, along with her other duties. Sidna obtained her Bachelors of Arts degree from Bombay University.

Marvis Zanders
Administrative Assistant

Marvis Zanders has recently taken on the duties of Administrative Assistant to the division of Musculoskeletal Imaging based at Executive Park. She has worked within radiology for the past 18 years and has a total of 20 years experience at Emory.

Jamie Brinkley
Ultrasound Technologist I

Jamie Brinkley has joined the Emory University Hospital (EUH) Ultrasound team, after completing her education at the Institute of Allied Medical Professionals. In addition to her technical skills, Jamie was formerly a member of the Atlanta Super Choir and participated in their performance at the 1996 Summer Olympics.

Look for a new issue of the Rad Report the first full week of February.