Cultivating Leaders

We often reward our best faculty and staff by placing them in leadership roles. This is good practice to incentivize outstanding performers. However, in some cases, we may neglect to coach them in the transition to the new role and fail in building the character of a leader. In Radiology, we have recognized this gap and have developed a program to give our leading clinicians, educators, and researchers the tools needed to be effective leaders. This fall, the pilot year of the Radiology Leadership Academy (RLA) will enroll its first 12 Fellows.

The RLA has been designed to give leaders and potential leaders the tools to actively encourage, engage, and empower their direct reports as they guide the processes and goals of the department. With a concentration on refining leadership skills, we have customized a program that will help bridge expertise of a subject or area with the skills of coaching others and leading them towards success. An RLA Fellow will gain a deeper understanding of how the Radiology Department functions and solidify the foundation of our departmental goals. This information will also escalate an appreciation for how our department contributes to the success of the Emory organization as a whole.

Throughout the RLA, several threads will connect the various lessons and tools, including how each person's contribution is interwoven between the pillars of our mission. All Fellows will participate in a DISC analysis, which will serve as a common communication tool throughout the department as years progress. These common threads, coupled with interactive experiences directly relating to radiology, will empower RLA Fellows to create a positive and constructive work environment.

Participants of the RLA are selected based on leadership potential, personal accomplishments, and the overall composition of the group. The RLA will be composed of members from both the university and healthcare components of Emory Radiology, as well as integrate representatives from each of the three pillars: education, research, and clinical service. Careful selection of this group will encourage increased intra-departmental communication.

This initiative was put in motion by Habib Tannir, Administrator for the Department of Radiology. His vision was to “become an agile department able to quickly change and adapt to new environments.” He added, “this can be accomplished by creating an engine of transformation across the departmental units powered by the most talented change agents who would vertically integrate our strategic initiatives.”

Habib put together a team to develop the program that includes Chuck Powell, Director of Technical Operations, Ted Brzinski, Instructor of Medical Imaging, Monica Salama, Communications Manager, later joined by Cynthia Wood, HR Manager and Dale Walker, Director of Quality and Strategic Initiatives to provide additional insight.

Fellows of the RLA will experience interactive skill building and produce a group project that incorporates elements of the program into their immediate areas. While this program, as designed, is intense and demanding, the participants of the RLA will gain professional skills and become catalysts for the achievement of departmental goals ultimately evolving us into a destination department.

At Emory, we pride ourselves on being a leader in clinical service, education, and research. With each year that the RLA is a success, we can further disseminate a positive, enriching work environment through RLA graduates. The implementation of this program will enhance the development of our leaders bringing about continuous positive transformation within Emory Radiology.

- Monica Salama
Communications Manager
Dear Colleagues,

It has been a challenging year for us all in academic health centers and in radiology. With a steep economic downturn and the uncertainty of healthcare reform looming, indeed it is a stressful time. Yet, thanks to the hard work of all, we remain a strong department that is focused on enhancing the quality of our care delivery, the excellence of our teaching programs and the translation of our outstanding discovery programs to the betterment of patients.

Looking ahead, we have a busy agenda for the new year and are better equipped to meet challenges with resolve. At the State of the Department Address at the end of the month, I look forward to reviewing our collective accomplishments over Fiscal Year (FY) 2009 and plans for the year ahead. One of our most exciting initiatives, the Center for Systems Imaging (CSI), is beginning to blossom. For those who have yet to tour the Wesley Woods site, I encourage you to do so. The CSI team is glad to show you their impressive research facilities. The PET insert and accompanying equipment that will turn the center's 3-Tesla Trio into a prototype combined MR/PET scanner is on its way to Atlanta, and a new Inveon micro PET/CT has recently been installed. An active pilot program supports investigators seeking preliminary data for extramural funding. As part of an initiative to more closely link the non-human primate imaging research at Yerkes National Primate Research Center and CSI, a nearly $1M American Recovery and Reinvestment Act (ARRA) supplement to the Atlanta Clinical and Translational Science Institute has been awarded.

Best to all,
Carolyn C. Meltzer, MD, FACR
Chair of Radiology

AWARDS & RECOGNITION

Tammi Teeters-McDade, C-TAGME
Radiology Residency Program Coordinator

Training Administrators of Graduate Medical Education (TAGME) Certification

Founded in October of 2003, TAGME has worked to “establish standards for the profession, to acknowledge the expertise needed to successfully manage graduate medical education programs and to recognize those training program administrators who have achieved competence in all fields related to their profession.” With the TAGME certification, Tammi is one of a handful of training program administrators in the US certified in Diagnostic Radiology.

Being one of the first to be certified in the specialty is attributed to the Task Force Committee that Tammi served on with other members of the National Diagnostic Radiology Coordinators to develop the certification for Diagnostic Radiology through TAGME. On Aug. 13, 2009, their petition for membership and assessment was granted, and the Diagnostic Radiology specialty was made official. As a result, Tammi is a member of the National Board of Certification of TAGME, which will be reviewing the assessment tools annually to address any needed updates and will be responsible for “grading” the exams given to the coordinators who take the certification exam in the area of Diagnostic Radiology.

Please take a moment to recognize Tammi for her continued dedication to medical education and congratulate her on her success.

American Registry of Radiologic Technologist Certifications

Felicia, Nicolle, Rebecca and Steve have been certified by The American Registry of Radiologic Technologist (ARRT) in the various areas of specialized care. The ARRT’s credential assures patients that Registered Technologists who conduct medical imaging procedures have completed the prescribed educational preparation, passed the appropriate exam and pledged to abide by stringent ethics requirements — all of which assist them in delivering safe and effective patient care.

Bone Density Certification

Felicia Brannon, RT(R)(BD)
Radiologic Technologist - TEC

Computed Tomography Certification

Nicolle Ramsay-DeJesus, RT(CT)
Radiologic Technologist - TEC

Rebecca Smith, RT(CT)
Radiologic Technologist - TEC

Steve St. Louis, RT(CT)
Radiologic Technologist - TEC
A New Year Begins

The new school year is upon us. As everyone returns from their vacations and other summer activities, we look forward to welcoming a new group of students and getting back into our school year routines. We, in the office of the Vice-Chair for Research, are particularly happy to welcome the first group of residents entering the research track and look forward to the eager help from the undergraduates.

Dr. Mullins and I quite regularly get requests from undergraduate and medical students who want some research experience. I have found that this group is an excellent source of talent for performing repetitive tasks, such as reviewing charts and processing images. The student has an opportunity to see up-close what goes on in a research setting and the investigators get assistance to complete tasks. The next time you think to yourself, "... that means I'll have to reprocess all of these images again ..." (or something similar), think about enlisting a student. You will be helping yourself with a cost-efficient solution and benefitting the student at the same time.

The start of the academic year also portends the start of the annual Research In Progress Seminar (RIPS) Series. These seminars are given by faculty members who describe their latest (not necessarily ready for publication) research results. The first seminar will be Thursday, September 10, 2-3:00 pm in Brown Auditorium. I will be giving a State of the Department — Research Update. I'll include information on the just completed fiscal year and our budgeting for the coming year. I expect this to take about a half hour and then we will receive information about using the new PeopleSoft system. Anyone with an interest is welcome to attend.

As noted to the right, Emory has enhanced the PeopleSoft system to electronically handle most, if not all, forms that require signatures. You have probably already encountered the PeopleSoft system when filling out HR forms, including your yearly benefits selections. Starting in September, many other documents that are regularly used will be handled electronically through the system. This includes grant routing and Conflict of Interest (COI) forms. I'm very confident that this will make our operations much more efficient in the long term, but also anticipate some growing pains. Please consider attending the first RIPS to learn more. Also, those submitting grants or contracts in the September-October timeframe are strongly encouraged to submit them early (the SOM is requesting five extra days for this grant cycle) and let us help guide the submissions through the system to make sure they are delivered on time to their respective sponsors.

I'm looking forward to another exciting and productive year. Please let me know of your research accomplishments and feel free to contact my office anytime you think I can help.

- John Votaw, PhD, Vice Chair for Research

Countdown to Compass: Are you ready?

By Jennifer Stephens

After two years of planning, development and preparation, the new PeopleSoft Financials system is set to debut Tuesday, Sept. 1. Known as Compass, it is Emory and Emory Healthcare’s “one-stop shop” for financial information.

If you used FAS or CODA in the past to enter financial information, you will use the new Compass system on Sept. 1 for fiscal year 2010 transactions. The FAS and CODA systems will remain open in September to close fiscal year 2009 activities.

Ongoing assistance available

Beginning Sept. 1, the Compass Toolbox will be available as your one-stop for "go-live" support and materials. The toolbox will be accessible via the Project Compass Web site and will contain job aids, frequently asked questions and help desk contact information: 404-727-7000.

The complete article is available in the Emory Report, Aug. 24, 2009.

NIH MERIT Award

Dr. Andrew Taylor, Professor of Radiology, Division of Nuclear Medicine and Molecular Imaging has been honored with an NIH MERIT Award. Dr. Taylor has been an NIH investigator for the past 20 years and is currently Principal Investigator on two RO1 grants, one to develop Tc-99m renal radiopharmaceuticals and the second to develop a decision support system to interpret renal scans.

The National Institutes of Health (NIH) recognizes researchers who have demonstrated superior competence and outstanding research productivity by the highly selective Method to Extend Research in Time (MERIT) Award. The MERIT Award is given to fewer than 5% of NIH funded investigators and has become a symbol of scientific achievement in the research community. The Award was initiated by the National Institutes of Health in 1986 to provide long-term support to investigators with impressive records of scientific achievement in research areas of special importance or promise.

Dr. Taylor is being honored for his work related to the study “Development of Tc-99m renal tubular tracers,” which he has lead for the past 25 years. Malgorzata Lipowska, PhD, is a co-investigator on the project and Luigi Marzilli, PhD, a previous co-investigator, is currently an important consultant.

Investigators are not allowed to apply for a MERIT Award. Selection is made by NIH staff and members of the Advisory Council based on new and competing renewal grant applications from established investigators that are prepared and submitted in accordance with conventional NIH procedures coupled with a record of exceptional research productivity. The MERIT Award is designed to provide selected investigators with an opportunity to gain up to ten years of grant support. Specifically, the MERIT Award provides investigators with long-term, stable support to foster their continued creativity and spare them some of the administrative burdens associated with frequent preparation and submission of research grant applications.

Please extend your congratulations to Dr. Taylor as he is recognized for his dedication and progressive developments that have contributed to the advancement of medicine.
**Philosophically**

Philosophically, many of us could read a title of an article that boldly states “Satisfied Employees Provide More Positive Outcomes” and say under our breath “so what else is new?”. To be frank, who does not think this to be true? Much research has gone into the correlation between satisfaction and yield with the predictable conclusion of a parallel relationship. With all of the agreement and matter-of-fact acceptance, it would seem that this was a wired hard outcome and we are all in step with the obvious.

In fact, Press Ganey Associates, Inc. conducted a survey in 2006 that measured the correlation between customer and employee satisfaction. Care to guess what they discovered? In his book “Results That Last”, Quint Studer says “Studies show, beyond the shadow of a doubt, a strong correlation between customer satisfaction and employee satisfaction. In other words, the happier employees in a particular organization are, the more satisfied the customers are with the service they receive.”

Next, let’s look at the relationship between employee satisfaction and employee engagement. Again, a rather obvious correlation. In the book “The Carrot Principle”, Adrian Gostick and Chester Elton state that “Many leaders believe the most sought-after indicator of a successful culture is employee engagement.” They go on to say that “An engaged workforce is a company full of people who are willing to do whatever it takes to help the company succeed, including lead, innovate, and serve customers.” We all have identified engaged and satisfied employees – they are the ones who interact with members of the leadership team and their peers to provide a conduit for information and ideas to flow back and forth. They are in tune to the pulse of the department and to the concept of providing exceptional patient care. Gostick and Elton state it as “Engaged and satisfied employees trust your mission. They trust the service they are giving. They are ambassadors and advocates for your company. They produce results and can usually be trusted to create positive experiences for your customers.”

Wow! How do we get employees like that? How do we motivate our staff to get engaged, stay engaged, drive customer satisfaction, and oh, by the way, increase their own satisfaction along the way? Well it’s called leadership! In his book “The 21 Irrefutable Laws of Leadership”, John C. Maxwell states that “The true measure of leadership is influence – nothing more, nothing less.” I also like President Eisenhower’s definition of leadership – “Leadership is getting others to do what you want, because they want to do it.”

So, it looks like to get results that are sustainable, leaders will have to model the desired behavior to their staff – walk it, talk it, live it and breathe it! We need to give generously of ourselves and to generously edify and recognize those who are on board until the pandemic of service has infected us all.

So, in closing, let me challenge our leadership team with a quote from Maxwell who states, “The whole idea of adding value to other people depends on the idea that you have something of value to add. You can’t give what you do not possess.”

- Michael Armstrong, Assistant Director of Imaging Services 
Emory University Hospital Midtown

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**Intersociety Meeting**

Each summer the American College of Radiology (ACR) hosts an Intersociety Conference. The ACR describes the event “as a gathering place for leaders in radiology. In this forum each society has an equal voice, helping to formulate solutions to the issues confronting the practice of diagnostic radiology and radiation oncology.” This meeting includes members from A to Z, such as the Academy of Radiology Research to the American Society of Clinic Radiologists, and Association of Program Directors in Radiology to the Society of Thoracic Radiology. Over 75 radiology professionals were present to discuss this year’s topic “Financing Research and Education in Radiology: Current Changes and Future Solutions.”

Among the conference attendees were three Emory faculty members, representing their various societies: Dr. Arthur Stillman was a representative for the ACR and also served on the planning committee; Dr. Carolyn Meltzer represented the American Society of Neuroradiology (ASNR); Dr. Deborah Baumgarten represented the Society of Uroradiology (SUR). Background for the discussion was provided by two universities who opened their ledger books. Comparatively, the societies provided statistics showing the quantitative amount of volunteer work that is needed each year to maintain levels of service and to continue to progress. Following these presentations, the large group broke out into three groups to tackle this large topic by stakeholders; Group 1 - Industry and Academics, Group 2 - Private Practice and Societies, and Group 3 - Payors, Hospitals and Patients.

At the culmination of the meeting the groups shared their thoughts, encouraging each representative to report back to their society with a well-rounded view of the issue at hand. Viewpoints that were shared included the lack of support for academic medicine, which produces the future radiologists and the need for a closer alliance between private practice and academic medicine. In the near future, the ACR will publish a white paper for all radiologists to reference as they discuss solutions. If you would like to get involved, seek out the radiology organization that best applies to you.

- Monica Salama, Communications Manager
**Quality Corner**

**Defining Quality in Medicine**

Quality has many definitions, but the Institute of Medicine (IOM) has this one for all to consider: “Quality care is patient-centered, timely, efficient, effective, safe, and equitable.”

What is your definition of quality? I would like to hear from each member of the department expressing your thoughts on defining safety, as well as how to best improve it in your immediate work area. I look forward to your suggestions at keapple@emory.edu.

*Look for these posters in your area to spark quality inspiration.*

- Dr. Kimberly Applegate, Vice Chair for Quality & Safety

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**Quality Scoreboard**

The Customer Service Excellence Committee, chaired by Linda Gunsby, continues to acknowledge the modalities for their customer service scores. The efforts made by the staff are consistent with hospital goals of keeping the patients updated about waits and delays, explaining the procedures and overall kindness and courtesy to the patients. Following the monthly tally of customer service scores, the top modality at each location are recognized for their customer service efforts.

When determining the winner, the scores used are from the Press Ganey reports published on the EUSHC.org website and focus on one question: overall rating of care. The scoring is first broken out by modality and then by location. All staff were asked to encourage the patients to return their surveys, if they received one. The areas being recognized for the most improved scores at their location:

**July Winners:**
- **CT - Emory University Hospital Midtown**: scores up by 92%
- **MRI - The Emory Clinic**: scores up by 55%
- **X-Ray - Emory University Hospital**: scores up by 42%

If you would like to review the scores for your area, all scores are posted in their appropriate sections. Use your huddle time to develop strategies to streamline processes for patients and remember to recognize each other for a job well done.

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**Facebook**

All radiology professionals who have been touched by Emory during their career are invited to become a “friend” of Emory Radiology - Alumni on Facebook.

As an Emory Radiology Alumnus, you can help us unite the past and present for a promising future by building upon the contributions you have made to our successful department. Become our Facebook friend and use Emory Radiology’s profile to stay connected with other Alumni. Feel free to post information and updates on our wall and interact with our weekly “fun facts”.

For more information on setting up a Facebook account, contact Communications Coordinator, Alaina Shapiro at abshapi@emory.edu.

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**HR Tip**

**YOUR EMORY E-MAIL**

Just a reminder to regularly check your Emory e-mail. Communications are distributed to keep faculty and staff aware of issues, events, and updates that impact business operation and may affect you personally. Examples including important University, payroll, and benefit information, as well as departmental updates are sent to your Emory e-mail address. Separate personal id distribution lists are not maintained, so please don’t miss time-sensitive employment information and department communications.

- Cynthia J. Wood, SPHR
  Human Resources Manager
As the new academic year launches, Emory Radiology offers Emory Medical students the opportunity to experience our department with the MEDI 725 Clerkship or Diagnostic Radiology elective. The Academic Support Specialist effectively streamlines these programs in addition to the other tasks she is responsible for managing. In this role, Martha Howard aides our faculty to ensure these students have a positive radiology experience and are left with a lasting impression that inspires them to join the field of Radiology professionals.

As the Coordinator for the MEDI 725 Clerkship for 2nd and 3rd year medical students, Martha works under the direction of Dr. Mark Mullins to help ensure this program runs smoothly. With anywhere from 15 to 44 students in each of the six courses offered over the academic year, she is in charge of scheduling their rotation, and coordinates lectures and presentations for the two weeks they shadow in our department. Martha arranges a “buddy system” for the medical students, pairing them with a Radiology resident so they can have more individualized attention and hands-on experience while gaining knowledge about the world of radiology. She monitors all the required classes, takes daily attendance and documents the students’ grades and evaluations in an electronic database.

While working with the 4th year medical students and transitional residents for their Diagnostic Radiology elective, Martha collaborates with the Course Director, Dr. Amanda Corey. The Academic Support Specialist is responsible for orienting the 2-15 students, as well as maintaining their records as she does for the MEDI 725 Clerkship students. As the liaison between faculty and students, Martha communicates daily via e-mail, phone or in person to make certain all rules, regulations and requirements are met.

In addition to coordinating these academic programs, Martha has several other responsibilities that make this position a valuable resource to the department. She manages the Radiology library for the residency program and serves on a library committee, led by Dr. Srini Tridandapani. The library committee determines the investments in educational materials and technology to enhance the current collection. Martha also assists Dr. Tridandapani to help coordinate the Radiology Grand Rounds for continuing medical education for our Faculty, Fellows and Residents. She arranges the accommodations, itineraries, conflict of interest and reimbursement processes for the Visiting Professors who lecture at the Radiology Grand Rounds. Additionally, she tracks attendance at the Grand Rounds and submits them for CME credits.

Other job duties of the Academic Support Specialist include managing the N120 Conference Room and creating the on-call schedule for all residents. Being an active member on the Education Committee for the department is another one of the roles of the Academic Support Specialist.

Martha recently received her MBA in Business Administration and a Graduate Certificate in Health Services Management from Keller Graduate School of Management. In May, Martha was selected to work with the former, and then incoming, president of the Alliance of Medical Student Educators in Radiology (AMSER) at AUR to coordinate and formulate the Association for the Medical Student Coordinators in Radiology.

Martha has been at Emory for 17.5 years with the last 12 years being in Radiology. Martha gained valuable experience in the healthcare arena when she started as a Medical Assistant and then was an Activity Therapist for severe mentally handicapped adolescents to adults before becoming a Physical Therapist Assistant at the Emory Center for Rehabilitation.

For more information or to speak with the Academic Support Specialist for Radiology contact Martha Howard at 404-712-7020 or mshowar@emory.edu; or feel free to stop by her office located in the Emory Hospital Annex Building in the Radiology Library suite next to conference room N120.

- Alaina Shapiro, Communications Coordinator
Weens Lecture

The 26th Annual Weens Lecture and Resident Alumni Reunion will take place on Friday, September 25 at 7:00 p.m. at the School of Medicine Building. The evening will feature a presentation by Molly A. Faries, PhD, a Professor in the Department of History of Art at the University of Indiana Bloomington. She will share her experience with "Seeing Through Paint: Art Historical Research Using IR Imaging".

Dr. Faries is Professor Emerita at Indiana University/Bloomington, where she has been professor since 1985, and the University of Groningen in The Netherlands, where she held a chair in technical studies in art history from 1998 to 2005. She has directed three long-term infrared reflectography (IRR) research projects: a National Endowment for the Humanities Basic Research Grant; the Samuel H. Kress Foundation Grant for Art-Historical Study Using Infrared Reflectography; and Painting in Antwerp Before Iconoclasm, a socio-economic approach. Her 2003 publication, written and co-edited with Prof. Ron Spronk, provides an overview of research methods and approaches used in the field of technical art history: Recent Developments in the Technical Examination of Early Netherlandish Painting: Methodology, Limitations & and Perspectives.

Dr. Faries received her PhD from Bryn Mawr College, with a dissertation on the sixteenth-century Dutch painter, Jan van Scorel.

On an occasion that commemorates the history of the Emory Radiology Department, we are very privileged to host a prestigious member of the academic community who will share how imaging techniques are able to assist in preserving history.

If you would like to attend this department-wide event, please RSVP by Friday, September 18, 2009 to Laura Padgett at 404-712-5497 or lpadg@emory.edu.

In 1941, Dr. Heinz Weens was the first radiology resident at Grady Memorial Hospital and in the City of Atlanta. During the final year of his residency, WWII recruited radiologists for duty overseas. This left Dr. Weens to support not only Grady, but also Piedmont Hospital as well. Upon finishing his residency in 1944, he continued his training in Boston. When Dr. Weens returned to Emory, he initiated the residency training program that first involved both Grady and Emory University Hospitals. With an enrollment of two residents, the Emory Radiology Residency Program was a reality. By 1947, Dr. Weens had earned the title of an Associate in Radiology. This appointment punctuates the time that Radiology was separated from Surgery. Within a year, Dr. Weens was made a full Professor and Chairman of the Department.
Look for a new issue of the Rad Report the first full week of October.