Expanding Emergency Radiology

The Division of Emergency Radiology (ER) extends our services of subspecialty trained radiologists to Emory’s network of hospitals including Emory University Hospital (EUH), Emory University Hospital Midtown (EUHM), Wesley Woods (WW) and Emory University Orthopaedics & Spine Hospital (EUOSH). With an increasing number of cases from the Emergency Department, a need for this division became evident and plans to launch the Emergency Radiology Division were put into action. This division strives to perform at the highest level of customer service. Based primarily at EUHM, our group is able to perform final study interpretation with the Emergency Departments at EUH, EUHM, WW and EUOSH. Additionally, coverage will be available at EUHM on Monday – Friday from 5:00 pm to 10:00 pm with an emphasis on examinations conducted at EUHM. Daytime coverage currently supports Grady’s Emergency Medicine Department on Mondays, Tuesdays, Thursdays and Fridays. Lastly, the division will offer coverage during day shifts for emergency studies at all sites and will expand this coverage as additional faculty members arrive.

Working closely with the Emergency Medicine Department, our faculty members are able to ensure imaging protocols are optimized, and establish effective communication with Emergency Department colleagues to offer a high quality of care to patients at all hours. The ER Division will be dedicated to covering the stat inpatient and outpatient examinations, which will contribute to shortened hospital stays, and improved service to our patients and faculty. Dr. William Torres, Vice-Chair of Clinical Affairs and Interim Director for the ER Division, commented “the Department believes this is an important step in making sure we take care of this expanding population of patients.”

Last February, Dr. Ryan Christie was the first full-time faculty member to join the ER Division after working at Summit Radiology Services, in Cartersville, Georgia. Dr. Linton Eberhardt was the next faculty member to join the Division. He previously worked with Radiology Associates of Dekalb, P.C., as a diagnostic radiologist and then later he became a partner for the company. Dr. Matthew Zygmont completed his Residency and Neuroradiology Fellowship at Emory and will join the ER Division this summer. He will work in the division for the next year before continuing his career with an Interventional Neuroradiology Fellowship at Emory. Dr. Jason Weiden completed his Fellowship in the ER Division at Massachusetts General Hospital before joining the Emory faculty this summer. Dr. Douglas Robertson was an Associate Professor in the Departments of Radiology and BioEngineering at the University of Pittsburgh before he moved to Emory to work part-time in the ER Division and part time in the Musculoskeletal Division.

In a few months, we will welcome Dr. Jamlik-Omari Johnson from Massachusetts General Hospital to this exceptional team of radiologists as the Assistant Director of the ER Division. The Division is looking forward to rapid evolution with ambitious plans to have one or two fellows next July. They also plan to include rotations for the residents, in efforts to further develop the educational experience our Department has to offer the next generation of radiologists. In the future, the Division plans to expand the number of faculty members and offer coverage 24 hours a day, 7 days a week, and 365 days a year.

The Division is supported by staff at EUHM and Lisa Smalling recently became this Division’s administrative assistant. The ER Division will be directly aligned with the Department’s mission of being a leader in serving the community “through advanced innovation, translational research and clinical application of imaging sciences”. Each of the faculty members will be offered one academic day a week to focus on research and teaching efforts.

This Division is expanding in efforts to further develop the educational experience our Department has to offer the next generation of radiologists. In the future, the Division plans to expand the number of faculty members and offer coverage 24 hours a day, 7 days a week, and 365 days a year.

- Alaina Shapiro,
Communications Coordinator
Dear Colleagues,

As the humidity lessens and the temperatures cool, we turn the page on FY2010 and plan for the new year ahead. We are also now halfway into the course of our 5-year Department Strategic Plan and it is a time to both reflect on our accomplishments and project ahead on the path forward. Shortly, I will be distributing a Midpoint Progress Report and welcome any and all feedback.

Here, I would like to highlight just a few of our collective successes since the Plan was launched in January 2008. (We will discuss these further at the State of the Department Address on Oct 20.)

For Goal #1, “To Enhance Faculty and Staff Recruitment and Retention”, we have grown and brought new skills into our fold. Forty-eight new faculty members have joined our ranks, many of whom are clinician-investigators.

Our department has become more diverse and interdisciplinary. Staff and faculty engagement and career development programs such as our Onboarding process, Junior Faculty Mentoring Program, and the Radiology Leadership Academy are quickly becoming models for other departments.

Goal #2, “To Become a National Leader in Radiology Practice Quality Improvement” is highly aligned with the Emory Healthcare Patient and Family Centered Care Model and focuses on four strategies: 1) Fostering a culture of quality, 2) Enhancing patient satisfaction, 3) Standardization of our work processes, and 4) Improving clinical quality and safety outcomes. In support of these strategies, we developed an infrastructure that includes faculty and staff committed to MR, CT and ultrasound safety; patient and employee safety; practice quality improvement; and service excellence. Examples of progress in our quality journey include gains in Press-Ganey patient satisfaction scores, our radiology patient and family advisors, ACR accreditation of our facilities, 100% flu vaccine compliance, and optimization of CT protocols for enhanced radiation safety.

Remarkably, we have achieved “stretch” Goal #3: “To Achieve Top-20 NIH Ranking”. With approximately $7.7M in total funding and $6M alone from the NIH, our research programs push the state of the art in the use of imaging technologies for improving the diagnosis, monitoring and treatment of disease.

Goal #4, “To Enhance our Relationship with Referring Physicians and Patients” is supported by workflow improvements afforded by our new RIS/PACS system. Our new Division of Emergency Radiology (featured on the front cover of Rad Report) is a transformative step forward in the quality of our service to patients and our ED colleagues. We are also working on physician communication procedures for critical and incidental findings, and on promoting greater communication between patients and their radiology caregivers.

For Goal #5, we have established a “Sustainable Development and Fund-Raising Program” that supports our “Adopt-a-resident Program”, and educational and research funding.

Although we have much more to accomplish together on our journey, we have achieved much so far.

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

LETTER FROM THE CHAIR

MESSAGE FROM THE VICE CHAIR FOR RESEARCH

Learn about Radiology Research!

The research in progress seminar series (RIPs) has started for the 2010-2011 academic year – with a twist. Because of the new Research Track Residents and the large number of new faculty, I thought it would be good to begin the series with overview presentations by leaders of research labs. This will provide them, and anyone else, a general survey of the research being performed in Radiology. I hope that this will spur interactions and inspire faculty to become involved in a project of interest to them. Following the survey presentations, more in-depth seminars on specific topics will be given. The seminars take place every Thursday at 2:00 in the Nursing Annex N-120.

The first four seminars will be:

**Thursday, September 9**
Hyunsuk Shim, PhD
Overview of Lab: High-Throughput Drug Screening Center

**Thursday, September 16**
Diego Martin, MD, PhD
Introduction to Body Imaging MR Lab and Research

**Thursday, September 23**
Andrew Taylor, MD
Introduction to Radiogian and Expert Systems Lab and Research

**Thursday, September 30**
Ernest Garcia, PhD
Introduction to Nuclear Cardiology Lab and Research

Last week I gave a Research State-of-the-Department presentation. Highlights included an increase in NIH awards from 18 to 22, a large increase in the total amount of funds being requesting from all sources, and the strong Departmental support for the research effort. Support is not only through providing time for junior faculty, it is in the form of mentorship, help in preparing and submitting applications, streamlining the approval processes (IRB, rad safety, etc.), and providing nursing support to help perform the studies. This support is available to you! We hope to see you on Thursday afternoons. As always, if you have any questions about research, from technical matters to generally how to get started, feel free to contact me. I can’t wait to hear about your next discovery.

- John Yotaw, PhD
Vice Chair for Research
Awards & Recognition

As of September 1, 2010, Drs. Baumgarten, Chen, Esteves and Mullins have been promoted for their dedication and active participation in all three missions of clinical, research and educational excellence. These faculty members have demonstrated outstanding skills that contribute to not only their respective divisions but the Department as a whole.

Deborah Baumgarten, MD, MPH, FACR
Division of Abdominal Imaging
Promotion to Professor

Ji Chen, PhD
Division of Nuclear Cardiology R & D
Promotion to Associate Professor

Fábio Esteves, MD
Division of Nuclear Medicine
Promotion to Associate Professor

Mark Mullins, MD, PhD
Division of Neuroradiology
Promotion to Associate Professor

Mary (Mimi) Newell, MD
Assistant Professor of Radiology
Assistant Editor in the Women’s Imaging Section of the AJR
Dr. Newell has been selected for this prestigious position to participate in this contribution to the editorial structure of this publication that will be critical to the goal of making the AJR the “must-read” journal in medical imaging.

Mary David
Research Project Coordinator

Elizabeth Francis
Administrative Assistant

Nettie Sutton
Administrative Assistant

Mentor Emory Program
Alaina recently completed the Mentor Emory Program. The revitalized and recently relaunched Mentor Emory program is now a component of the University’s Leadership Development Initiative. The Mentors aim to set high expectations of performance, pose challenging ideas and help build the self-confidence of the Mentees. To be selected for this course, participants must demonstrate a wide range of responsibilities that go beyond answering the phone and handling clerical details of the office.

Alaina Shapiro
Communications Coordinator

Administrative Professionals Program (APP)
After several years of experience as Administrative Assistants, Mary, Elizabeth and Nettie were selected to participate in the Administrative Professionals Program. They recently completed this exclusive program, which encourages the participants to focus on the aspects where these employees have the opportunity to set standards for others in their Department to follow. To be selected for this course, participants must demonstrate potential leadership qualities.

Mary David
Research Project Coordinator

Elizabeth Francis
Administrative Assistant

Nettie Sutton
Administrative Assistant

Ji Chen, PhD
Division of Nuclear Cardiology R & D
Promotion to Associate Professor

Deborah Baumgarten, MD, MPH, FACR
Division of Abdominal Imaging
Promotion to Professor

Fábio Esteves, MD
Division of Nuclear Medicine
Promotion to Associate Professor

Mark Mullins, MD, PhD
Division of Neuroradiology
Promotion to Associate Professor

Mary (Mimi) Newell, MD
Assistant Professor of Radiology
Assistant Editor in the Women’s Imaging Section of the AJR
Dr. Newell has been selected for this prestigious position to participate in this contribution to the editorial structure of this publication that will be critical to the goal of making the AJR the “must-read” journal in medical imaging.

Check It Out


GE PACS Integration

The new GE PACS system is up and going for most of Radiology and this journey has been interesting. We have learned many lessons along the way as we continue to strive for excellence. Excellence is not achieved by a person alone but by many working together toward a common goal. Emory has had many amazing people working together to make this project a success.

We are pushing ahead with our integrated technology. Technology that other institutions now want to emulate. Our systems are providing information that incorporates everything into one place. The referring physician now has access to the full electronic documentation, the ability to review imaging reports and launch images from the patient’s record with the click of a button. The impact for the patient is one of excellence. We will be working next toward making more information available directly to the patient through a “patient portal.” There will be more to come on this process in the future.

The GE PACS integration has provided a radiologist’s workstation that incorporates our EeMR, RIS, PACS and voice recognition dictation all in one place. The integration helps to reduce the risk of errors associated with working in multiple systems. With our phased implementation we have had the ability to incorporate and upgrade the systems to provide a better workflow for the radiologist.

We continue with enhancements to make our system stronger and more robust. The technologist’s workstation provides the technical staff with a place to do quality control on exams prior to making them available to the radiologist for interpretation. This is new for our technologists and is another step in our journey to excellence in providing outstanding care for our patients.

We still have several other systems to integrate with our new PACS to continue to provide enhancements in patient information — leading to improved quality and safety. Veriphy is our critical results reporting system that we will soon be incorporating for the reporting and tracking of critical results for the patient. We will also be rolling out the GE Web PACS in addition to the integration into EeMR. The referring physician will have multiple places to access patient images.

Being a part of this amazing team has been very exciting and educational helping to propel Emory ahead as we continue to strive for excellence in caring for our patients.

- Starla Longfellow, Assistant Director, Imaging Services Quality & Strategic Initiatives EHC

Medical Imaging Program Instructors

“It is the supreme art of the teacher to awaken joy in creative expression and knowledge,” profoundly stated Albert Einstein. The Emory Medical Imaging Program (MIP) Instructors are tasked with educating and inspiring the future generation of Radiologic Technologists. These Radiology faculty members have extensive educational and professional work experience before becoming an instructor. They are responsible for educating the students by using various methods inside and outside of the classroom. The MIP Instructors can also be a valuable resource for not only these students but those Radiologic Technologists employed in our Department and throughout the community.

Each of the six members of the Medical Imaging Faculty is a certified Radiologic Technologist with a minimum of two years clinical work experience. Our knowledgeable MIP Instructors have all continued their education to receive their Masters Degrees in a related medical field. The instructors work well as a team to teach the students the various required material by specializing in a particular area of education. For example, Kimberly Greenberg focuses on educating those students interested in the CT track while Kristan Harrington concentrates on the MRI minor track. The other instructors divide the subjects of patient care, radiologic technique and procedure, protection, physics, biology, anatomy, and even education for those interested in becoming instructors one day.

The responsibilities of the MIP Instructor span from inside the classroom to on the field training in our various clinical areas. Some of the didactic duties include creating lesson plans, reviewing and updating the curriculum, preparing lectures, presenting information, student evaluations, and grading numerous papers such as homework, tests and projects. Outside of the classroom, each instructor performs hands-on lab demonstrations, provides one-on-one clinical coaching and also serves as a liaison for each of our various clinical sites not limited to Emory Hospital Clinics in Midtown, Children’s Healthcare of Atlanta and Wesley Woods.

Additionally, the MIP Instructors are continually building relationships across campus with their various collaborations in the education arena. They serve as a liaison at each clinical site to ensure the students and volunteer technologists are receiving the best possible educational experience. Frequently, there is also interaction between our faculty and with the greater Atlanta community to better assess the medical needs and technology and adjust the student curriculum, if needed. The instructors closely mirror the Program’s mission statement, by seeking “to develop leaders in medical imaging by fostering an environment of academic and clinical excellence.” Specifically, these educators strive “to produce well-educated, fully competent, and highly motivated medical imaging professionals who will safely perform diagnostic imaging procedures.”

For more information on the Medical Imaging Program opportunities, please contact Dawn Moore at lmoore@emory.edu.

- Alaina Shapiro, Communications Coordinator
**Quality Corner**

**Focus on Nursing Quality Indicators**

As part of our Magnet Journey, Emory Healthcare is required to submit data to the National Database for Nursing Quality Indicators (NDNQI). The purpose of NDNQI is to improve patient safety and quality by providing research-based nursing data on the relationship of nursing care to patient outcomes. All data are reported at the unit level with comparisons on a state and national level.

The four components that EHC has chosen to focus on for NDNQI improvement are as follows:

- Hospital acquired pressure ulcers
- Falls
- Restraints
- Patient Satisfaction to include: overall rating of nursing care, nurse kept me informed, and pain management

Each member of the Radiology staff can assist with improvement in three of the four components. We should always pad patients’ bony prominences during any scan or procedure to prevent pressure ulcers. We need to ensure a non-cluttered environment to reduce patient falls and complete a report in STARS if a patient falls. Restraints aren’t applicable in our department per the NDNQI definition.

We are working to keep patients/families informed of waits and delays and escalate to leadership as appropriate for service recovery. We also must update family members on the patient’s condition during scans/procedures lasting over one hour. Patients’ pain should also be assessed and treated appropriately while in our department. If we as a department make a commitment to do the simple things listed above, we will have a major impact on patient safety and satisfaction as EHC continues on our Magnet Journey!

- Vicki White, MSN, RN  
  Specialty Director, Radiologic & Imaging Nursing

**HR Tip**

**Emory Employee Hardship Programs**

In February 2010, Emory University (EU) and Emory Healthcare (EHC) established a fund to assist employees experiencing either medical-related hardships or catastrophic events. Employees experiencing such difficulties may apply for program assistance. Financing for the hardship funds are derived from employee contributions.

The separate University and Healthcare programs allow employees to donate monetarily to each fund. EHC employees also have the option to donate their Paid Time Off (PTO). Program guidelines and requirements have been established to govern all donations. Please visit the websites below for more program information.

**Emory Healthcare employees should visit:**

**Emory University employees should visit:**
http://www.emory.edu/hardshipfund/

- Cynthia J. Wood, SPHR  
  Human Resources Manager

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**Updates from Imaging Applications Support (IAS)**

**Imaging in the Enterprise**

July was a whirlwind month! Now with all areas of Radiology up on GE PACS, with the exception of the Nuclear Medicine section, folks are enjoying the new product. We currently have over 130 new technical and interpretation workstations in the field. The interpretation workstations are delivering GE PACS, RadNet, Powerscribe and VDT in an integrated environment, all on the same PC. This advanced technology is aimed at the goal of patient safety. This technology keeps the same patient in context throughout the three applications to reduce misidentification of images or dictations.

What is next on the agenda? We begin to move outside of Radiology and work with other imaging clients. This includes Orthopedics and the Emergency Department.

There are 30 plus workstations to build and deploy for these customers. In addition to that, the team is also working on the assessment and deployment of the GE Web product. When we can convert to GE PACS and transition the referral and community users to the new web product, then we will finally have most users off of the Siemens platform. We will continue to keep Siemens running for the data migration that will continue for sometime, but the everyday pain that folks have been living with will be abated.

In addition to rolling GE out to other imaging customers, the team is evaluating the enhancement list. As folks are using the system, we have been receiving suggestions and requests for various enhancements. These have been captured and we are processing and categorizing them. The implementation team will take the list to the PACS Steering Committee for review and prioritization. So, continue to look forward for new functionality.

- Karen Boles, Manager, Clinical Applications
GET INVOLVED

To Tunnel Or Not To Tunnel

Outside of the Interventional Radiology Suites at Emory University Hospital, you can find a creative and educational display board. The purpose of this board is to explain the two methods of placing Venous Access Devices (VADs) and to understand, regardless of the accessed vessel or type of placement (tunneled or non-tunneled; jugular or femoral vein), that each device will empty its solution into the venous circulatory system. Institutions have “catch-all” names for the VADs used. Information on this display allow the readers to know about “cuffed” catheters used in tunneling procedures and “non-cuffed” catheters used in direct venous placement. The board also explains the many brands of VADs, the purpose for their use, post procedure care needed for each catheter, size (French), shape, the number of ports and if the catheter placement is intended for long or short term.

The Interventional Radiology (IR) Division has new fellows, Registered Nurses and Technologists who are not familiar with the brand names and what products being placed in the interventional department (i.e. catch-all names such as Vas Cath is used for temporary haemodialysis (HD) catheters, Perm Cath is used for tunneled, long term HD placements). This board also informs patients, families and staff not working in the IR department of what types of catheters can be placed and for what purpose.

Decatur Plaza Fiscal Year Luncheon

On Thursday, August 19th, Decatur Plaza hosted their annual end-of-the-fiscal-year celebration to reflect on their business successes and show appreciation to their hard-working employees. The event was well received as every employee in the area attended the luncheon. Baked chicken, salad, rolls, lemonade and tea were served in efforts to launch the Healthy Eating campaign for the Heart Walk.

At the lunch, the quarterly “Pass the Hat Award” winners were announced. This honor is chosen based on a survey that is sent out requesting nominations by their teammates for the employees they feel has gone above and beyond their call of duty. The winners receive a gift card, certificate and a Bob the Builder Hat. The hats are passed from the previous winners to the new ones. The new winners for this quarter were Tonia Cobb & Anetta Mathis.

Free Breast Health Screening at Emory Winship Cancer Institute

Tuesday, October 19, 2010 ~ 4:30 to 6:00 p.m.

Receive a free manual breast exam and meet our multidisciplinary team of physicians, advanced practice nurses, oncology nurses, researchers, social workers, geneticists, physical therapists, nutritionists and counselors specializing in breast health and breast cancer treatment.

This event is free and insurance is not required to participate. Refreshments will be provided.
The 27th Annual Weens Lecture and Resident Alumni Reunion will take place on Friday, October 15 at 7:00 p.m. in the Emory University School of Medicine Building. The evening will feature a dual presentation by Robert Spano, Atlanta Symphony Orchestra Music Director and Emory University Distinguished Artist in Residence (2010-2012) and Anne Patterson, Installation Artist. They will share their experience with “Sight and Sound.”

Music Director Robert Spano, currently in his ninth season as music director of the Atlanta Symphony Orchestra, is recognized internationally as one of the most imaginative conductors today. Since 2001 he has invigorated and expanded the Orchestra’s repertoire while elevating the ensemble to new levels of international prominence and acclaim.

Anne Patterson is a multitalented visual artist, who has worked in set and costume design for the past 27 years. Her design company is based in New York City, where her work has appeared at Avery Fisher and Alice Tully Hall at Lincoln Center; the Juilliard School; the Brooklyn Academy of Music; NY Theater Workshop; the Ensemble Studio Theater; The Joyce; and St. Mark’s Dance Space.

If you would like to attend this Department-wide event, please RSVP by Friday, October 1, 2010 to Laura Padgett at 404-712-5422 or llpadge@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. 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 of Radiology.
NEW FACES & APPOINTMENTS

William Auffermann, MD, PhD
Assistant Professor - Cardiothoracic Imaging

Dr. Auffermann has many years of research experience with his most recent work focused on MR imaging of the lungs using hyperpolarized xenon. During his combined MD/PhD Program at the University of Minnesota, his research work was published in several medical resources including abstracts at various national and international conferences including RSNA and the International Society for Magnetic Resonance in Medicine meeting.

Dr. Auffermann completed his Fellowship in Cardiothoracic Radiology at Duke University before joining the Radiology Department at Emory University Hospital as an Assistant Professor. He completed a Radiology Residency from University of Minnesota, Twin Cities Campus, where he also received his MD and PhD.

Ericka Lasley, MSRS, RT(R)
Associate - Medical Imaging Program

Ericka has almost eleven years of radiography experience with seven of those years being in radiography clinical areas and over three years teaching experience at an accredited institution. As a Radiologic Technician, she focused on the Emergency Room and Trauma areas at Kent General Hospital in Dover. Ericka then moved to the Fort Walton Beach area in Florida to focus on her skills as a CT Technician. After gaining her clinical experience, she transferred to East Alabama Medical Center to start her career as an Imaging Professional Educator. Her responsibilities included training, teaching and supervising the students during their clinical rotations, in addition to numerous other duties. Ericka then served as a Clinical Coordinator for a two-year radiography program in a community college before joining the Medical Imaging Program at Emory University Hospital.

Interventional Radiology Fellow

Wael M. Darwish, MD
Medical School: Cairo University
Residency: National Cancer Institute, Cairo University
Interesting fact: Wael was an assistant lecturer at the National Cancer Institute in Cairo University before starting at University of Rochester in NY as a Research Fellow.

Radiology Leadership Academy

We are proud to announce the RLA Class of 2011

Willie Arnold
- Manager of Teleradiology

Michael Barber
- Manager at EP

Randy Bethea
- Assistant Director of Imaging Services at BIC

Regina Dunkley
- Reimbursement Manager

Anh Duong, MD
- Assistant Professor

Richard Elliot
- Manager, Nursing

Baowei Fei, PhD
- Assistant Professor

Dan MacFarlane
- Director of Decision Support

Barbara Peck
- Assistant Program Director

Greg Pennington
- Senior Business Manager

Leonel Vasquez, MD
- Assistant Professor

Richard Wright
- Manager in CT/IR

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