We all hold the power to influence an individual’s thoughts or impressions regarding the service they receive at Emory Radiology. Whether a physician who has direct contact with patients or an administrative assistant who provides indirect service to our patients, everyone is accountable for providing excellent service. Working in a health care field we are expected to deliver service at a level the hospitality industry has established. Service excellence is our goal, not just to provide customer service, but also to become trained experts in providing patients with excellent service. In order to provide service excellence our department will provide us with guidance through an extensive training program called the Service Excellence Institute (SEI).

The mission of the SEI is to create a sustainable culture of service excellence in the Department of Radiology and Imaging Sciences by empowering its faculty and staff to exceed patients’ expectations. SEI was created from a vision, developed by a team of fellows from the Radiology Leadership Academy (RLA) program. After the team analyzed fluctuating patient satisfaction scores, they proposed a customer service program that aligned with the department’s strategic plan and provides training to all department faculty and staff. With the realization that the fellows proposal would benefit Emory Radiology, the Executive Committee decided to implement the program.

SEI will train faculty and staff on how to provide service excellence to patients. The training will also focus on building effective communication among coworkers.

Within the Department, Associate Administrator of Imaging Services, Habib Tannir explains, “We know our patients are aware of Emory’s remarkable medical care, but we also want to be recognized for the service and experience the patient receives while in our care. SEI will give us the proper training to provide effective customer service.”

One of the unique features of the SEI program is that it will not only benefit the patients, but the faculty and staff as well. SEI will educate and train us to be aware of our coworkers’ needs, emotions, wants, and to breakdown professional stereotypes. The program will also teach faculty and staff how to listen for specific verbal cues when speaking to coworkers to generate effective communication.

After a series of meetings among leadership and three full-day brainstorming sessions with faculty and staff the Service Excellence Standards were identified and approved by the Executive Committee. The standards will create a departmental culture shift focused on service excellence. SEI will introduce five Service Excellence Standards:

1. Safety: To provide an environment of care and well-being for our patients.
2. Courtesy: To create a positive individual experience, through communication and teamwork and by addressing the needs, wants, stereotypes and emotions of each person.
3. Care Delivery: To provide a positive healing experience through comprehensive individualized care interactions.
4. Efficiency: To provide accurate and timely information.
5. Innovation: To advance medical knowledge and patient care by developing new technology and providing creative solutions.

Emory Radiology will be trained on Service Excellence Standards in the SEI program. There will be two training sessions to introduce the skills needed to reach service excellence. Each session will consist of four modules focusing on service, quality of care, and creating a positive environment. Both sessions will be offered at EUH and EUHM, with the first session beginning January of 2012. Our leadership has committed the time for every member of Emory Radiology to attend both training sessions. In mid-November you will receive an email regarding the day you may register for courses.

SEI will teach faculty and staff new techniques to develop a strong service culture. With SEI training Emory Radiology will be recognized by our patients, stakeholders and the public for consistently providing service excellence.

- Camille Dingle
Communications Specialist
Dear Colleagues,

As I prepared to give my 5th State of the Department address, I reflected on the many accomplishments that you have achieved to propel us forward. Over the past year in an economically constrained environment, together we have begun new clinical services, made strides to further integrate and improve the efficiency of our workflow, and advanced our quality goals in order to serve our patients better. Despite a difficult funding climate at NIH, our research funding has been maintained.

And our teaching programs are stronger than ever.

Through the generous personal support of Dr. Richard Colvin, the education fund he established continues, through his efforts, to garner additional gifts that will help to ensure that our teaching programs remain outstanding and innovative. Spurred by the highly successful Adopt-a-resident Program, our global outreach initiative is gaining traction. Pat Hudgins is busy planning a return to Addis Ababa in Ethiopia, where she and Ali Taliverhi began their neuroradiology course for residents.

It’s difficult to believe the Radiology Leadership Academy is in its 3rd year already. In addition to growing careers, it is producing exciting projects that are bearing fruit all around us. The brainchild of the RLA team comprised of Michael Armstrong, Marcus Foster, Dr. Dan Lee, and Mariana Teodorescu, the radiology Service Excellence Institute (SEI) is an exciting opportunity to further invest in our patients and each other.

This has been a busy year, as is typical, in Emory.

Best to all,

Carolyn C. Meltzer, MD, FACR
Chair of Radiology and Imaging Sciences

MESSAGE FROM THE VICE CHAIR FOR RESEARCH

Realistic Imagery: Path to Success

In September I wrote about a pitfall of positive thinking. There is a common perception and a great number of popular self-help books championing the idea that positive thinking and visualization will lead to success. I presented results from a study of college students who were asked to fantasize about the coming week and future exams. Surprisingly, students who had negative or neutral visualizations performed better than the students who used positive imagery. The authors attributed this to the idea that visualizing success inhibits or does not generate sufficient energy to pursue the desired goal.

There is no doubt that many successful people first visualized their success. Nikola Tesla was a great inventor; among other things, he devised the principles behind the electric power distribution system still in use and the first radio controlled boat in 1898. He is often cited as an example of one who used the power of positive thinking – he definitely used visualization. Consider this direct quote from his autobiography:

“When I get a new idea, I start at once building it up in my imagination, and make improvements and operate the device in my mind. When I have gone so far as to embody every possible improvement I can think of, and when I see no fault anywhere, I put into concrete form the final product of my brain.”

It is quite clear that Tesla used realistic mental imagery. He did not simply visualize success. He also visualized what could go wrong. He tried to see potential roadblocks and then devise a plan for improving the weakest parts.

Planning is one of the most important steps leading to success. A plan is like a map, you can always see how far you have progressed and how far you have to go. Knowing where you are is essential for making good decisions and crucial for meeting your needs during each action step. Without a plan, you end up wandering this way and that making little progress towards anything substantial.

Part of my mission is to help faculty develop realistic workable plans for achieving research success. Typically these include crystallizing long and short term goals, identifying specific research questions, determining what collaborators are required, collecting preliminary data, and planning for funding. Come see me if this sounds interesting to you.

Sincerely,

- John Votaw, PhD
Vice Chair for Research
AWARDS & RECOGNITION

EUHM Breast Imaging Center

ACR Breast Imaging Center of Excellence

Congratulations to Emory Midtown for being recognized as an ACR Breast Imaging Center of Excellence. The Elite ACR designation is awarded to breast imaging centers that achieve unique standards of excellence. Centers seek and earn accreditation in all of the ACR’s voluntary breast-imaging accreditation programs and modules, in addition to the mandatory Mammography Accreditation Program.

GRANT AWARDS

Magnetic Resonance Spectroscopy Detection of Oncometabolite 2-HG for IDH Mutations in Brain Tumor Patients

Principal Investigators:  
Hui Mao, PhD  
Erwin Van Meir, PhD

Co-Investigators:  
Lyia Wang, MD  
Jeffrey Olson, MD  
Daniel Brat, MD, PhD

Funding Organization: Joint Winship Cancer Institute/ACTSI Translational Research Grant Program

Significance: Dr. Mao’s laboratory recently was awarded the research grant from Joint Winship Cancer Institute/ACTSI Translational Research Grant Program. In collaboration with Dr. Erwin Van Meir’s laboratory at Department of Neurosurgery, Dr. Mao’s laboratory will investigate and develop MR spectroscopy methods for detection and quantification of a newly discovered biomarker, R(-)-2-hydroxyglutarate (2-HG), that is a product of mutations in isocitrate dehydrogenase 1 (IDH1) and 2 (IDH2). IDH mutation(s) is found in 70% low grade gliomas and secondary glioblastoma and is considered to be a prognostic marker for brain tumors. The proposed project aims to rapid clinical translation of the recent discovery of this new brain tumor biomarker and 2HG specific MRS analysis developed in their labs for characterization of genetic and metabolic alterations in brain tumor patients.

IN THE KNOW

Radiologic Technologist Week

Celebrate National Radiologic Technology Week® Nov. 6-12, 2011. The American Society of Radiologic Technologists (www.asrt.org) reminds us that “National Radiologic Technology Week® is celebrated annually to recognize the vital work of radiologic technologists across the nation. The celebration takes place each November to commemorate the anniversary of the x-ray’s discovery by Wilhelm Conrad Roentgen on Nov. 8, 1895.

The week-long celebration calls attention to the valuable work of RTs in the health care field and the quality of work they perform. Imaging plays an integral role in the medical process and in the lives of millions of patients. Habib Tannir, Department Administrator, shares the sentiment by expressing “I would like to take this opportunity to recognize our radiologic technologists for all their hard work, commitment to quality and dedication to care for our patients. Thank you for all that you do. Join me in thanking your Radiologic Technologist today!”

FLU VACCINATION REQUIRED

All EU faculty physicians and EU employees who work in an EHC facility are required to receive the flu vaccination or complete a medical or religious exemption.

HOW

You must pre-register through employee self service prior to getting your vaccination at http://leo.cc.emory.edu

- Login
- Click “Influenza Vaccine Registration”
- Complete and Submit Registration
- Go to EHC Flu Marathon event for your FREE vaccination

DETAILS


WHEN

Oct. 10th through Dec. 15th, 2011

MUST BE COMPLETED BY 4:00 PM, DECEMBER 15, 2011.
Emory at RSNA

Each year Emory is strongly represented at the Radiological Society of North America (RSNA). Residents, fellows and faculty continue this tradition through their involvement in educational exhibits, scientific papers and course presentations at the 97th Annual Scientific Meeting.

The conference will be held the week following the Thanksgiving Holiday, November 26 - December 2.

Please take a moment to recognize those who, through hard work and dedication, have been invited to share their knowledge as experts of radiology.

RSNA Presentations

<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Type</th>
<th>Title</th>
<th>Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:45 - 12:15</td>
<td>E351</td>
<td>Scientific Paper</td>
<td>SESSION: Genitourinary (Benign Gynecologic Conditions and Pregnancy)</td>
<td>Peter Doublet, Deborah Baumgarten</td>
</tr>
<tr>
<td>12:30 - 1:30</td>
<td>Lakeside Learning Center</td>
<td>Scientific Poster</td>
<td>SESSION: Informatics - Assisted Peer Review Quality Assurance Tool</td>
<td>Zahir A. Momin, Douglas Robertson, Walter A. Carpenter</td>
</tr>
<tr>
<td>12:30 - 1:30</td>
<td>Lakeside Learning Center</td>
<td>Scientific Poster</td>
<td>SESSION: Neuroradiology - Computer-aided Visual Image Analysis of Glioblastomas and Genomic Features</td>
<td>Eu-Meng Law MBBS, Abstract Co-Authors: Scott Nyshin Hwang, Chad Ashley Holder, Scott DuVall, Abstract Co-Authors: Douglas D. Robertson, Walter A. Carpenter, Sanjeeda Kalva MD, Abstract Co-Authors: Aarti Sekhar</td>
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<tr>
<td>12:30 - 1:30</td>
<td>Lakeside Learning Center</td>
<td>Scientific Poster</td>
<td>SESSION: Informatics</td>
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<tr>
<td>12:30 - 1:30</td>
<td>Lakeside Learning Center</td>
<td>Scientific Paper</td>
<td>SESSION: Vascular/Interventional</td>
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<tr>
<td>3:30 - 6:00</td>
<td>S406A</td>
<td>Multisession Courses</td>
<td>Cardiac CT Mentored Case Review: Part IV (An Interactive Session)</td>
<td>Arthur Stillman, Gautham Reddy</td>
</tr>
<tr>
<td>8:30 - 10:00</td>
<td>Arie Crown Theater</td>
<td>Multisession Courses</td>
<td>Emerging Technologies in Breast Imaging</td>
<td>Carl D’Oss, Robyn Birdwell</td>
</tr>
<tr>
<td>8:30 - 12:00</td>
<td>E451B</td>
<td>Multisession Courses</td>
<td>&quot;Neuroradiology Series: Brain Tumors - Tumor-induced Alterations in Hemodynamic Responses of BOLD fMRI: Implications in Presurgical Brain Mapping.&quot;</td>
<td>Soonmee Cha, Howard A. Rowley, Abstract Co-Authors: Liya Wang, Hui Mao</td>
</tr>
<tr>
<td>8:30 - 12:00</td>
<td>E451B</td>
<td>Multisession Courses</td>
<td>Neuroradiology Series: Brain Tumors - A Coordinated Method for Clinical Trials Research: Multireader Assessment of MRI Imaging Features of Human Gliomas</td>
<td>Soonmee Cha, Howard Rowley, Abstract Co-authors: Chad Ashley Holder, Scott Nyshin Hwang</td>
</tr>
<tr>
<td>10:30 - 12:00</td>
<td>S503AB</td>
<td>Scientific Paper</td>
<td>SESSION: ISP: Cardiac (Dual-Energy CT) - Cardiac Keynote Speaker: Dual-Energy CT for Cardiac Imaging</td>
<td>U. Joseph Schoepf MD, Konstantin Nikolaiou, Abstract Co-Authors: Xiangyang Tang</td>
</tr>
<tr>
<td>3:00 - 4:00</td>
<td>E353C</td>
<td>Scientific Paper</td>
<td>Gastrointestinal (Pancreatic Benign Disease)</td>
<td>William Torres</td>
</tr>
<tr>
<td>4:30 - 6:00</td>
<td>E353A</td>
<td>Refresher Informatics</td>
<td>Session: Minicourse: Current Topics in Medical Physics - Clinically Focused Physics Education: Principles to Practice</td>
<td>Perry Sprawls</td>
</tr>
<tr>
<td>4:30 - 6:00</td>
<td>E264</td>
<td>Refresher Informatics</td>
<td>US-guided Intervventional Breast Procedures (Hands-on Workshop)</td>
<td>Carl D’Oss</td>
</tr>
</tbody>
</table>

RSNA 2011

ANNUAL EMORY RADIOLOGY ALUMNI RECEPTION

All radiology professionals who have been touched by Emory during their career are invited to attend the Alumni Reception in Chicago, during the week of RSNA.

Monday, November 28, 2011
6:30 p.m. to 8:30 p.m.
InterContinental Chicago Hotel
Camelot Ballroom
505 North Michigan Avenue
Chicago, IL 60611

The evening will include light hors d’oeuvres and an opportunity to network with your Emory colleagues. Please visit the Current Events page of the radiology.emory.edu website for all up-to-date information.

Please RSVP by November 18, 2011 to Alaina Shapiro: radiologycomm@@emoryhealthcare.org or 404.712.5497
Educational Exhibits

Located In The Lakeside Learning Center, Hall D; South Building, Hall A; and North Building, Hall B
Sunday 8:00 AM - 6:00 PM - Monday - Thursday 7:00 AM - 10:00 PM - Friday 7:00 AM - 12:45 PM
Quality Corner

The 2011 EHC Quality Conference – Quality Relationships for Quality Care

On October 28th, Emory Healthcare sponsored the annual quality conference featuring, “Why Hospitals Should Fly” author John Nance, JD and renowned leader in care transition management, Kathy Bowles, PhD, RN. The day provided the opportunity for each department to display posters of quality and performance improvement projects over the past year. The EHC Department of Radiology submitted 12 posters and three received awards, which surpassed last year’s seven posters and four awards. The posters were an excellent demonstration of our commitment to improve the quality of care for our patients. The posters and the people involved are listed below — we hope to see even more posters at next year’s conference!

Quality Posters:

Improving Radiology Final Report Turn Around Time for After Hours Emergency Department Imaging Exams at EuH and EUHM *Award
Authors: Johnson JO, MacFarlane D, Pennington G

IR On Time Start *Award

Emergency – Emergency Radiology Community Acquired Pneumonia Pathway (CAPP) Project

CT Radiation Dose Reduction
Authors: Armstrong M, Porcher R, Wertz T

Standardizing a Radiologist Peer Review Program
Authors: Arnold W, Crawford D, Knighton J, Applegate K

Improving Patient Education Through Technology
Authors: Bethea R, Fei B, Peck B, Wright R

Informed Consent for Computerized Tomography
Authors: Applegate K, Heilpern K, Holdsworth M, Houry D, Lowery-North, D, Merck L

Diagnostic Ultrasound: QI Project to Standardize Exams Across Emory Healthcare
Authors: Barrett N, Baumgarten D, Dickerson M, Gunsby L, Moreno C, Reeder S

CT Angiography and Perfusion: Improving Radiology Turnaround Times in a New Acute Stroke Imaging Protocol
Authors: Aiken A, Applegate K, Glendenning R, Nahab F, Nicholson A

Continuous Coder Training Program
Authors: Allen L, Eberhardt J, Jones R, Foster M

Resource Utilization Nurse
Authors: Jewel Adams J, Cosper P, Holder C, Snider R, Still M, White V
STRIVING FOR EXCELLENCE

Realistic Imagery: Path to Success

I was just thinking about how far we have come over the last three years. So many people I didn’t know. So many things I didn’t know. I am sure I could not have accomplished anything without my team. We all know what teamwork is right? Wikipedia states: It is work performed by a team towards a common goal.

In a business setting accounting techniques may be used to provide financial measures of the benefits of teamwork which are useful for justifying the concept. In health care teamwork has been defined as: a dynamic process involving two or more health care professionals with complementary backgrounds and skills, sharing common health goals and exercising concerted physical and mental effort in assessing, planning, or evaluating patient care.

I have watched the Radiology department strive to work together as a team with standardization, implementation of best practices, quality initiatives, research and improved communication. We are slowly becoming a more cohesive unit. Through our desire to improve efficiency we have moved toward many new forms for post care of patients, new protocols on equipment, pop-ups for scheduling and even updated preps for procedures. In each of these categories two or more people put their heads together to come up with suggestions on how to test and implement these changes and get the required result.

Our Quality program and its leaders have without a doubt, required staff to work together in teams to bring about positive outcomes for our patients, while enhancing their safety and improving the quality of our work. From Radiation Reduction software in CT to Ultrasound standard reporting, MSK imaging techniques, and the updating of policies and procedures, the Quality program touches us all. The Quality program engages radiology staff, radiologists and sometimes staff members outside of radiology to become more involved in the care of our patients and each other.

Radiology management continues to work diligently to get input from staff regarding major changes, such as uniform colors, new room design, employee engagement activities, training and even the interview process for new hires.

The Emory healthcare organization also uses more team-based solutions. There are many projects in our IS department that not only touch Radiology, but many other departments. Often the leaders of these departments gather in meetings to discuss the potential impact of a new application and try to brainstorm ways the application can be utilized without disrupting staff workflow and negatively impacting patients.

Where would we be without teamwork? Well we all know what teamwork is right? It is work performed towards a COMMON goal.

- Chrystal Barnes, Assistant Director for EUH Imaging Services

Updates from Imaging Applications Support (IAS)

Below are frequent questions and concerns that are asked during training sessions:

- **RadNet – When a user is in the Virtual Requisition section of RadNet and clicks on either the current/prior tabs RadNet freezes?**
  
  This is a quite common Cerner issue. The issue will be fixed when the new Cerner code is released in January, 2012.

- **What does it mean when my patient’s report status is finalized in Powerscribe but in RadNet the report status is transcribe?**
  
  The exam was linked after dictation. If you have a study that needs to be linked post dictation you must tell your reading room coordinator. The coordinator will copy the report to cover both accession numbers.

- **How can I claim certain exams that I want to read?**
  
  In RadNet from the toolbar, click Launch, then Quick Claim. Quick Claim is a NON commitment to reading the exam.

- **Why can’t I see the patient’s scanned Radiology requisition on my GE PACS workstation?**
  
  You can. The technical team has resolved this issue and now scanned requisitions are viewable.

- **Can I batch PowerScribe transfer exams or batch approved reports?**
  
  You can batch PowerScribe transfer exams, but you can’t BATCH approved exams.
  
  In order to batch PowerScribe transfer you must:
  
  Select the exam - launch PowerScribe transfer.
  
  Select the physician - then click the “Set Silent Mode for 5 min” transfer option.
  
  In RadNet, select the exam - press Ctrl+2, repeat this step for each exam. There is a 5 minute time limitation.

- **Q: Why does my workstation freeze when working with large MR studies?**
  
  A: This is a GE defect when opening large studies. The application tends to freeze or hang. This issue will be fixed with the GE upgrade this spring. The IAS team has made workstation modifications in attempt to mitigate the issue until the GE upgrade.

- Wendy Lybrand, Manager, Radiology Informatics Trainer
**NEW FACES & APPOINTMENTS**

**Anna Holbrook, MD**  
Assistant Professor - Breast Imaging  
Prior to her Breast Imaging Fellowship Program at Duke University, where she was named a “Service Champion” for exemplary patient service, Dr. Holbrook completed her Diagnostic Radiology Residency at Mayo Clinic in Jacksonville, Florida. While at Mayo Clinic she was awarded the Above and Beyond Award from the Emergency Department, given for efficiency.

Dr. Holbrook presented her work on, “Detection of Contralateral Cancers in Patients with Known Breast Cancer Using a High-Resolution Protocol Emphasizing Morphological Feature Analysis” at the Society of Computed Body Tomography and Magnetic Resonance. Dr. Holbrook has also co-authored many publications; her most recent publication is, “Mammographic appearance of Calcium Hydroxyapatite (Radiesse TM) Injected into the Breast for Nipple Reconstruction.”

She received her Medical Degree from Vanderbilt University, Nashville, Tennessee.

**Pam Burchell**  
Research Coordinator  
Pam joins the team at EUH with 15 years of management experience. Prior to joining Emory, she held a management position with FedEx and also worked in the mortgage industry. Pam received her Bachelors in Applied Behavioral Sciences. Her area of interest is research and grants.

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**Radology Calendar**

**Week of November 7, 2011**

Wed., November 9 –  
Grand Rounds - Tom Dixon, MD  
MRI Imaging with Chemical Exchange Dependant Saturation Transfer

Thurs., November 10 –  
RIPS - Tom Dixon, MD  
Contrast Enhancement dependent Saturation Transfer what to expect

**Week of November 14, 2011**

Wed., November 16 –  
Grand Rounds - David Schulman, MD,  
Sleep Deprivation

Thurs., November 17 –  
No RIPS - Faculty Retreat

**Week of November 21, 2011**

Mon., November 23 –  
No Grand Round  
No RIPS Conferences - Thanksgiving Holiday Week

**Week of November 28, 2011**

Wed., November 30 –  
No Grand Rounds - Week of RSNA  
Thurs., December 1 –  
No RIPS

**Week of December 5, 2011**

Wed., December 7 –  
Grand Rounds - Raymond Sze, MD  
MR Molecular Imaging

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**Department of Radiology and Imaging Sciences Holiday Party**

**Friday, December 9, 2011**  
7:00 to 10:30 PM  
World of Coca-Cola

You and a spouse/guest are invited to attend the 2011 Radiology Holiday Party at the World of Coca-Cola. There will be complimentary valet parking in the venue’s deck and free coat check for guests. Hors d’oeuvres and dessert will be served at the cocktail reception. In addition, each guest will receive a drink ticket and a cash bar will be available. The entire venue, including the 4-D Theater, Pop Culture, Taste it! and the retail store will be open exclusively to our Department.

For any additional information or to RSVP by **Friday, December 2, 2011**, contact Alaina Shapiro at (404) 712-5497 or radiologycomm@emory.edu

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