Emory Radiology’s International Reach

In the US, we are lucky to have access to advantages of modern medicine. At Emory, we push the envelope, staying at and even redefining the cutting-edge of new technologies and procedures. Within our department, there are several faculty members taking their knowledge to other parts of the world to promote education and improve the availability of healthcare.

John Malko, PhD, spends many of his days at Grady in MRI and Nuclear Medicine and others at the main Emory campus teaching Astronomy and Modern Medical Physics. Enrolled in his courses are a few of the Tibetan Buddhist Monks who participate in the Emory Tibet Science Initiative (ETSI) program. Dr. Malko is familiar with the education style of these students through his experiences teaching in ETSI. He is one of the two dozen Emory faculty members who travel to the Library of Tibetan Works and Archives in Dharamsala, India each summer to teach the Tibetan Monks. While there, Dr. Malko teaches a semester’s worth of material in a one-week time span. He has participated in the program for the last two years, and plans to continue through the completion of the project, which is currently scheduled for 2013.

The Nuclear Medicine and Molecular Imaging Division developed a program that has provided fellowship training for four Nuclear Medicine physicians and two technologists from Kuwait in the last four years. This experience has proven to be mutually rewarding. Dr. Halkar recently visited Kuwait, in November 2010, to conduct board review courses for Nuclear Medicine residents.

In addition to the education endeavors, a team of experts from Emory University visited all Nuclear Medicine facilities in Kuwait, in 2009 and subsequently submitted recommendations for a five-year improvement plan, in 2009. The team consisted of a Nuclear Medicine physician (Dr. Ragu Halkar), two Nuclear Medicine physicists (Dr. Ernest Garcia and Dr. James Galt) and a PET radio-pharmacist (Mr. Ronald Crowe).

Involved in volunteer efforts close to home and abroad, Dr. Patricia Hudgins is a member of a group that has traveled with Honduras Outreach, Inc. for several years. Traveling by bus through the mountains of Honduras with an armed escort (to guard against the “banditos”), their group semi-annually visits a small village to lay cement floors and dig trenches for utilities and latrines. During one of these trips, Dr. Hudgins noticed a long line at a nearby outpatient medical clinic. She later met Dr. German Jimenez and was able to spend several days with him in the clinic. On repeat visits, many of the locals remembered Dr. Hudgins and lined up to see her, most with problems related to skin rashes or small infections. Noting the medical need for this area, Dr. Hudgins has her next trip in the works with plans to register to practice medicine in Honduras and also transport a much needed ultrasound machine to Dr. Jimenez’s clinic.

In 2009, Dr. Ragu Halkar, Dr. Ernest Garcia, Dr. James Galt and Mr. Ronald Crowe went to Kuwait to visit the Nuclear Medicine facilities and submit a five-year improvement plan.

Adopt-A-Resident

Personalize the giving experience when you fund a resident’s scholarship. Your generosity may enable a resident to carry out a novel idea or attend a national radiology conference and ultimately will shape the next generation of radiologists.

You can participate in the Adopt-A-Resident Program through a $2,500 annual commitment over the span of four years. If you would like to explore this, or other giving opportunities that will benefit Emory Imaging, contact:

Paige Martin
404.727.9346
paige.martin@emory.edu

- Story continued on page 6
Dear Colleagues,

As I look at the new year looming ahead, I think of the 2011 resolutions I should make. To stay caught up with my email inbox? Hmm, a nearly impossible task. Eat healthier? Possible, but unlikely given my schedule (plus I just enjoy M+Ms too much). Yet foremost in my mind is confronting the resolutions we need to collectively pledge to improve health care delivery in the US; making it more efficient, more resistant to error, more accessible, and of course empowered by only the most appropriate and best quality imaging for patients.

So, I jotted down notes for a makeshift 2011 resolutions list for healthcare. Here goes:

**Resolution #1** – We will keep the patient foremost in every decision. While there is much political wrangling over the shape that health care reform will ultimately take, may these issues be approached by always considering what is likely to be best for the patient. A first step toward this goal would be greater clarity of how the decisions we make for patients are founded in best medical/scientific evidence. Success in this resolution also requires transparency of physician-industry relationships and stricter controls on self-referral practices.

**Resolution #2** – Whenever possible, we will apply evidence-based criteria to evaluate whether and when to perform an imaging study, and which to optimally perform. Continued investment in clinical and translational research to derive clear clinical guidelines and then implementing these into our referring physician interface are critical elements of advancing care. On a local level, our Department, Emory Healthcare, Emory Healthcare IS, Cerner Corporation, and the American College of Radiology (ACR) have jointly applied to the Center for Medicare and Medicaid Services (CMS) for funding to integrate ACR Appropriateness Criteria into Computerized Physician Order Entry (CPOE).

**Resolution #3** – We, as radiology healthcare professionals, will make it a priority to become “visible” to patients. It is vital for patients to know of our unique and valuable expertise and of our integral role on their care provider team. Taking a moment to introduce ourselves when speaking with a patient or patient’s family (whether in the department or in the hospital hallways), leaving a business card with a patient, or letting a family member know a procedure went well are all ways to help peel the mask off.

**Resolution #4** - Clinical practice, especially radiology, will become more quantitative. In order for imaging biomarkers to be effective in a personalized and predictive health care paradigm, they must be measurable and reproducible. Evidence-based treatment and management decisions are likely to increasingly rely on quantitative, rather than solely qualitative, measures of response.

**Resolution #5** - We will figure a way to shrink the bridge that links research to clinical benefit (i.e., that bridge across the “valley of death”). Despite the greater pace of scientific discovery of devices, software, pharmaceuticals and contrast agents, the increasing complexity of FDA and other approval processes has resulted in a slowed rate of bench-to-bedside translation. Since this process affects critical aspects of advanced imaging tools and their applications, several of our professional organizations are seeking to offer constructive aide to breakup the current logjam.

Let’s toast to the year ahead. It will be a busy one.

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

**Awards & Recognition**

Janelle, Samiha and Tracy have all achieved the advanced level of MR registry. Recognized by the American College of Radiology (ACR), the American Registry of Magnetic Resonance Imaging Technologists (ARMRIT) has been the only certifying body since 1991. The exam consists of several components including, but not limited to, MRI Physics and Instrumentation, Clinical Applications, and MRI Safety.

**Janelle Ferguson, RT (R)(MR)**
MRI Technologist I - WCI

**Samiha Kedir, RT (R)(MR)**
Radiology Technologist - WCI

**Tracy Vaughn, RT (R)(MR)**
MRI Technologist II - EP

**Krystle Minor, RDMS**
Ultrasound Technologist - EUHM

The American Registry for Diagnostic Medical Sonography (ARDMS) - Breast Specialty Examination Completion

The ARDMS promotes quality care and patient safety through the certification and continuing competency of ultrasound professionals.
MESSAGE FROM THE VICE CHAIR FOR RESEARCH

Communication is my Resolution

One of my favorite ice breaker questions is, “have you found the meaning of life?” It is an unusual question that causes people to stop and think; and there is (not yet) a cliché response to mindlessly repeat. I have had many varying discussions but one recurring theme is that life is too short not to enjoy. Here is the amazing discovery; the communication that leads to uncovering that theme is in itself enjoyable. Humans are social animals. Understanding each other through effective communication (not necessarily verbal) is necessary for a stable, productive, and enjoyable work and life experience.

The first goal in the department strategic plan is to improve faculty and staff recruitment and retention. It seems trivial but I’ll state it: creating a more enjoyable work environment will lead to easier recruitment and better retention. Effective communication between all members of our community is essential. It is our goal to engage the workforce to be a part of positive change by participating in the overall strategic direction of the Department. The only way to do this is by taking the time to measure and ask what people know.

Productive communication must be dynamic and two-way. I hope to facilitate the process by having lunch meetings with everyone in the Department interested in research. Throughout this year, I resolve to invite groups of 5-10 people at a time to have lunch with me until I meet with everyone. The communication will be free and open ended about anything you feel is important. The Department is large and it may take me a long time to get to you so I make this offer: send me a message and you will move to the top of the list.

A topic of interest to me is strategic goal number 3 – attain a top 20 NIH ranking. We have met this goal and it is now time to set the next goal. The recently released School of Medicine strategic plan has a focus on the quality and impact of our research (rather than the quantity as measured by NIH dollars). I look forward to working with you to uncover a way to quantify our progress under this new guiding principle and then to implement procedures to move forward.

I am ready to present my ideas and listen to yours. As always, feel free to contact me at anytime.

Sincerely,
- John Votaw, PhD,
Vice Chair for Research

CHECK IT OUT


Grant Review Board

In the spring of 2006, the Radiology Department organized the Department Grant Review Board to help investigators strengthen their grants. Before sending in your next application, take advantage of the opportunity to have your submission reviewed by a panel of experienced grant writers.

Step 1 - Create a timeline that allows the team 7 business days to review your grant.
Step 2 - Submit, via e-mail, your grant to Dr. John Votaw (John.Votaw@Emory.edu), who will distribute the grant to appropriate reviewers.
Step 3 - Take the suggestions from the Grant Review Board and make the appropriate changes. (Be sure to give yourself sufficient time to implement the changes!)
Step 4 - Submit your grant.

Increase the chances of being awarded funds by taking the time to have your submission reviewed by the Grant Review Board.


**Expanded Services**

**Grady Rollins Mammography Center**

The Grady Breast Imaging center recently underwent a major renovation and conversion from a predominantly analog film-screen department to a totally digital division. It will be named the Rollins Mammography Center, as a generous grant from the Rollins Family Trust allowed for purchase of four Hologic digital mammography units and CAD (Computer Aided Detection). Two of these units have tomosynthesis capability which is pending FDA approval. The four units replaced six film-screen mammography units. Although there are fewer units, the greater efficiency of the digital technology will allow an increase in the number of studies performed. With fewer units, the center has been consolidated on to one floor. Breast Imaging previously was split with the screening exams done on the third floor and the procedures and diagnostic exams done on the ninth floor. This split created problems when patients scheduled for screening exams developed an interval problem or needed additional evaluation. There is greater productivity as technologist and patients can be easily moved from the screening to the diagnostic areas. The division is still part of the Avon Comprehensive Breast Center and adjacent to the breast clinic where the surgeons and oncologists see patients. This allows easy accommodation of patients and collaboration with the medical and surgical oncologists. The construction on the ninth floor began in early August and finished on October 4, 2010. In addition to the two new screening rooms, each with dressing and assessment area, a new ultrasound room, technologist work space and reading room were created. The new reading room features five new digital work stations allowing ample space for the Attending, Fellow and Residents to work together. The training and transition period on the new units took approximately two weeks. Set-backs in the function of the new workflow were experienced with Grady’s conversion to EPIC. The mammograms are read off the one-site PACS system and the prior analog films are being digitized. With the integration of the Magview dictation system, the PACs and Magview work together allowing simultaneous access to all the patients’ images, doctors’ orders and pertinent history. This creates an efficient process for reviewing and interpreting the breast imaging studies. The Breast Imaging team at Grady is grateful for the generosity of the Rollins Family Trust and excited about the new facilities. Our goal remains the same, to provide the patients of the Rollins Mammography Center with the best care possible, and with this generous grant and new facilities we will be able to continue to do so with the most up-to-date technologies.

- Kathleen Gundry, MD and Christopher Ho, MD, Director of Breast Imaging, Grady, Assistant Professors of Radiology, Division of Breast Imaging

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**Scheduling Teams’ Relocation**

After months of planning and construction, the Radiology Scheduling and Precertification teams moved into their new space at the Emory Orthopaedic and Spine Hospital (EUOSH). The new location features large workspaces, new computer equipment and banks of windows. The improved work environment has already led to increased productivity of the teams. The two teams moved to EUOSH on November 15, 2010. The warm welcome from Jane Goldberg and the EUOSH Radiology Precert and Scheduling are enjoying their new space and are happy to be at EUOSH.

- Alison J. Dunkerley, MBA, Radiology Scheduling Manager

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**Executive Park Renovations**

After months of anticipation, the Emory Spine and Orthopaedics Clinic at Executive Park has installed a new state-of-the-art Carestream DRX Evolution direct digital radiography room. The new DR room has been operational since the beginning of December and is expected to increase radiographer efficiency as well as help lower patient wait time. We now have a total of seven diagnostic radiology rooms at our high volume clinic, which can have up to 200 exam orders daily. All staff attended in-service training over the course of the first two weeks. The Evolution is a fully motorized room that allows swift changes in x-ray procedure protocols without the unneeded physical strain of the radiographer. The new room also allows for the creation of radiographs without the added time needed to process multiple digital imaging plates. We hope that we can eventually convert our entire operation to direct radiography and continue to improve patient care at our burgeoning facility.

- Michael Guerzon, RT, Radiology Lead Technologist
Getting to Know You

Director of Strategic Initiatives for Radiology

“Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future.” - Clark Crouch

In 2007, the Director of Strategic Initiatives position was created to provide support for the goals aligned with our commitment to excellence. In this position, Dale Walker works with staff to help the department meet the regulatory needs of construction and modality updates for local, state and national level guidelines to make certain our department is within compliance standards. Additionally, Dale has a leadership role with construction renovations at all campus locations, actively participates in numerous quality projects and is involved with several institutional initiatives. He also is a valuable resource for faculty and staff, working with them to meet the needs of the department.

At the various Radiology locations, the Director of Strategic Initiatives plays a lead role in construction updates by working closely with a team of consultants, architects, vendors, contractors, facilities management, staff and financial analysts to oversee the projects and help ensure renovations are completed thoroughly. The construction process incorporates many steps including, but not limited to, preplanning, logistics, resolution of issues, operational needs, and compliance procedures. Departmental growth and technological updates are the primary contributing factors to the continual construction needs. The Director of Strategic Initiatives is responsible for orchestrating these aspects to ensure our mission of advanced education, research and clinical work is reinforced for a successful future.

Along with Dr. Applegate, Linda Gunby, Jessie Knighton and others, the Director of Strategic Initiatives is an active participant in a range of quality plans for the Radiology Department. Dale also attends various Emory Healthcare meetings that are directly related to improving both our patient and employee satisfaction not only within our department, but across the institution. Additionally, Dale has a leadership role in construction updates for local, state and national level guidelines to make certain our department is within compliance standards. Additionally, Dale has a leadership role with construction renovations at all campus locations, actively participates in numerous quality projects and is involved with several institutional initiatives. He also is a valuable resource for faculty and staff, working with them to meet the needs of the department.

For more information or to speak with the Director of Strategic Initiatives for Radiology, contact Dale Walker at 404-686-1514 or dale.walker@emoryhealthcare.org.

Striving For Excellence

Optimism in 2011

Looking back, I find it hard to believe that another year has gone by. Looking forward, I find that this is a time of year when optimism is going strong and we set new personal goals for ourselves. Staying positive can be a challenge these days with the uncertainty of the economy and healthcare reform. Keeping this in mind, I want to share some ways to improve your personal outlook and performance, both professionally and personally.

I have been lucky to be a part of a book club with several other managers in our department where we discuss leadership books. We recently read, “The Ant and the Elephant” by Vince Poscente. The book tells a story about how to transform individual performance. There are five basic concepts that are discussed that can be used by anyone in our department to become a better leader, a better team member, and a better person:

1. Clarify and understand your goals and your vision- The concept is to overcome your fears, keep an open mind to the possibilities and develop a goal that has meaning and is worth the journey.
2. Make a commitment to thinking positively- The concept is to positively focus on your goals and vision, and not just want to make it happen but believe you can make it happen.
3. Make sure your performance is in alignment with your goals and your vision- Write down your goals, review them regularly and be grateful every day for your experiences.
4. Build and strengthen your confidence- The key is to reduce and eliminate the frustrations you feel in your day-to-day life that can lead to negative thoughts. Negative thoughts fuel negativity.
5. Control your response to any situation- In both work and your personal life situations will arise that you cannot anticipate. Try to learn to anticipate the unexpected and control your responses to these situations.

Whatever your personal or professional goals, these principles can offer guidance to you on your journey to achieving them. As Emory and the Radiology Department places the focus on Patient and Family Centered Care. The success of this approach begins with each and every one of us. If you focus on yourself first and become a positive, confident and caring person, this will translate to your job, your team, and ultimately to providing the best care for our patients.

- Dan Crawley, MBA, RT (R) CT
Associate Clinical Administrator
Emory Radiology’s International Reach, continued from cover page

This year, Dr. Hudgins’ international outreach interests will take her to Ethiopia with resident, Dr. Ali Tahvildari.

The Adopt-A-Resident Program has given Dr. Tahvildari the opportunity to pursue his interest in international education. He and Dr. Hudgins will be traveling to Ethiopia in March to spend time with the radiology department of Addis Ababa University School of Medicine, headed by Dr. Asfaw Atnafu. The department has nine staff radiologists and 60 residents. Their plans include giving didactic and case conferences, and observing the way radiology is practiced and taught in Ethiopia. Using the information they have gathered, Dr. Tahvildari will be presenting their experiences to everyone in our department. His goal is to arrange for one or two residents per year to have the chance to rotate to Addis Ababa University. Ultimately, he plans to create a lasting relationship that will mutually enhance radiology education for both institutions.

Also in the works is the international project by “adopted” resident, Dr. Nnenna Aguocha. She plans to assist in the assessment of feasibility and cost/benefits analysis of utilizing portable ultrasound machines to complement the services currently being provided by the limited mobile health care units available to Nigeria.

HR Tip

W-2’s Available Online

As the beginning of the 2011 calendar year is upon us, it is time to start thinking about your W2’s.

You may sign up to receive your W2 online – benefits include:

• No waiting on the US Postal Service  
• Documentation available anytime night or day after January 17th 2011

Sign up only once! If you have not registered in the past, you may sign up by visiting www.w2express.com or call 1-877-325-9239 for assistance.

- Cynthia J. Wood, SPHR  
  Human Resources Manager

Quality Corner

Teaming Up to Make a Difference

As we continue on our “Care Transformation” journey and strive to meet our quality and strategic initiatives at Emory Healthcare, we cannot accomplish these goals as individual employees or even individual departments. Teamwork is necessary to truly make a difference in patient satisfaction scores as well as the other metrics by which we measure our success. According to Random House, Inc. 2010, the definition of teamwork is “cooperative or coordinated effort on the part of a group of persons acting together as a team or in the interests of a common cause.”

One of the ways we can improve our departmental metrics and therefore improve the metrics of Emory Healthcare is through the Radiology Unit Practice Council. The council has been selected and is in the process of attending a class on Magnet and shared governance. Once this is completed, the real work begins. The council will develop mission and vision statements, elect officers, and write by-laws. Once that is complete, the meetings will focus on improving the quality and safety of care delivered in the Radiology Department. I encourage each of you to begin thinking about ways to improve our care and to attend a meeting to share your ideas. While only the elected members will be allowed to vote, all employees are invited and encouraged to attend at least one meeting per year. Minutes from each meeting will be distributed electronically and will also be posted in the department for all to see. So be a team player and get involved on one of our departmental committees, Magnet committees, or our own Unit Practice council today.

- Vicki R White RN/MSN,  
  Radiology Nursing Specialty Director

The Emory Radiology Department strongly supports the time and efforts to improve the quality of life for those who may not have access to medical services. Dr. Hudgins leaves us with this heartfelt thought, “There is an over-whelming sense that you can’t relieve all suffering in a population, so the tendency is to throw up your hands and say ‘I give up, we can never change this.’ But even if the relief is temporary, it is meaningful and may result in hope that things will improve.”

- Monica Salama,  
  Communications Manager
A Season of Celebration

The King Plow Event Gallery, which is listed on the National Register of Historic Places, was the location of this year’s holiday party. According to www.theviewatkingplow.com, “the Complex serves as a significant architectural example of utilitarian industrial designs used in manufacturing facilities in the 20th century.” The cold weather did not impede on the celebration; the complimentary valet parking for our faculty and staff was an added bonus to help the guests stay warm. Hundreds attended the event to enjoy time outside of work to mingle with friends and family of the department.

None of the attendees went hungry as the array of heavy hors d’oeuvres kept the guests going back for seconds! The delicious spread of food included sliced orange turkey, tender beef medallions and fresh fish accompanied by potatoes, cabbage, squash, arugula salad and baked cinnamon apples. The dessert table was popular with various miniature chocolate delicacies and crème brulee.

The DJ played a variety of today’s hottest hits and any popular requests to keep the guests dancing on their feet. A special performance by the lovely ladies of Las Bravos entertained the crowd with their energetic routine. Ursula Jean-Baptiste, Radiology Administrative Assistant, also gave an unforgettable performance as she impressed the crowd with her exceptional salsa skills.

Another successful holiday party closed out 2010 and allowed us to celebrate our accomplishments this year. We can now look forward to starting 2011 refreshed and aimed for excellence as we continue our progress in being and outstanding destination department.

- Alaina Shapiro, Communications Coordinator
Kaundiya Gopinath, PhD
Assistant Professor - MR Research
Dr. Gopinath received his MS in Physics and his PhD in Medical Physics from the University of Florida. After receiving his degrees, Dr. Gopinath joined the University of Texas Southwestern Medical Center as Instructor of Radiology. In this position, Dr. Gopinath implemented and optimized MRI imaging and image processing requirements for functional MRI, diffusion tensor imaging, arterial spin labeling and multi-modal neuroimaging of brain function and pathologies. He initiated collaboration with researchers in Engineering, Mathematics and Statistics at a number of institutions. Additionally, Dr. Gopinath helped guide the research of a number of graduate students, post-doctoral associates and research assistants. His research interests include functional Magnetic Resonance Imaging, functional connectivity, diffusion tensor imaging, cerebral blood flow measurements and fMRI hemodynamics of normal and diseased tissue.

Syed Ramisa Ehsan, MD
Senior Associate - Nuclear Medicine
Dr. Ehsan received her MBBS from Jhelum Valley College of Medical Sciences (SKIMS) in India. She continued her education with a preliminary year of training at Morehouse School of Medicine. Dr. Ehsan recently completed her Nuclear Medicine and Molecular Imaging Residency at Emory University School of Medicine.

Elizabeth (Betsy) Keenan-Barber
IAS Team Lead
Currently, Betsy is attending Southeast Missouri State University with a focus in education. She has gained experience in the health care industry with positions as a Billing and Coding Specialist, RIS/PACS Analyst and Transcription Coordinator. She has multiple Cerner certificates and has been the Project Manager on Cerner RadNet implementations across the eastern US.

Carlotta McCalister-Cross
Senior Research Project Coordinator - CSI
Carlotta received her BS in Psychology from Northwestern State University. She also has two clinical research certifications (SoCRA and ACRP). Prior to this position, she had experience as a Research Coordinator for The National Lung Screening Trial. Additionally, Carlotta served in the United States Army from 1992-1998.

“Friend” Request Radiology
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. Follow the directions below to register for your own Facebook page and add Emory Radiology as your friend:

Step 1 - Visit www.facebook.com and complete the information on the home page including your name, e-mail address, password and birthday. Then click the “sign up” button to submit your information.

Step 2 - Check your e-mail. A confirmation will arrive with a link to confirm your e-mail. If you don’t see it right away, check you spam or junk mail folder.

Step 3 - Set up your profile with as much information as you would like other Alumni to know about what you have done and where you are now.

Step 4 - Add us as a friend by typing in “Emory Radiology - Alumni” in the top right hand corner search box.

Step 5 - Under our profile picture, you will see a link to click to “request Emory Radiology as a friend”

Step 6 - Use our friends list to find others that have been a part of Emory Radiology and stay connected.

For more details simply e-mail: RadiologyComm@emoryhealthcare.org

Emory Radiology Book Club
Last year, the Radiology Department started a book club that unites the members of the Imaging Applications Support team and Radiology faculty/staff leadership in monthly discussions. The guiding principles of this club will include reading materials that assess self-development, growth of those we impact and care/satisfaction improvement.

New members are always welcome to join the club. This opportunity will allow Radiology staff and leadership to collaborate ideas to improve not only upon your individual goals but strive for Department-wide excellence.

To join the Department’s monthly book club, contact: Chuck Powell at charles.powell@emoryhealthcare.org or Karen Boles at karen.boles@emoryhealthcare.org.

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