The Meaning Behind the Name:

“We do what we must, and call it by the best names.”
--Ralph Waldo Emerson

Our field is in constant evolution. At first, radiology was a specialty that solely relied on x-ray-based methods for visualizing gross aberrations in anatomy in order to diagnose disease. Today, our array of tools is vast and highly sophisticated, our approach to imaging inherently both structural and functional, and image-guided therapeutics is an increasing part of our scope. Technologies that didn’t even exist 20 years ago are now incorporated into our daily clinical practice. The rapid pace of change in radiology is one of its most desirable and exciting features.

Recently we passed the mid-point milestone in our department’s five-year strategic plan and took the opportunity to reflect on accomplishments and challenges. Our focus on five central themes has resulted in tangible successes in recruitment, retention, and career development; practice quality improvement; research productivity; communication; and sustainability. While we still have further goals to attain, we are well on our way to being the destination department we strive to become, with steep growth in our research success (leading us into the elite club of NIH top-20 ranked departments), stellar teaching programs, and innovative and renowned clinical services. Our triple-threat department has been enriched further by a growing culture of quality.

Although discussed informally from time to time, the topic of whether our department’s name was still a “fit” wasn’t brought up in an open, interactive forum until December 2009. Did “Department of Radiology” adequately convey our multi-mission commitment? Of further concern was the confusion patients may feel given the recent emphasis on radiation exposure from medical imaging. If patients are sent to the Radiology department, will they worry about radiation even if their examination is an MRI or ultrasound? Perhaps the best approach was a balanced one in which we maintained our guild identity (i.e., “radiology”), while also adding both the broader term “imaging” and an indication of our dedication to research. The name “Department of Radiology and Imaging Sciences” seemed to accomplish the most toward these objectives.

In March of 2010, the proposal for a department name change was brought to a faculty meeting for open discussion. There, it was met with widespread support. Additionally, an anonymous survey of the faculty indicated that 77% agreed or strongly agreed with the proposed name change. We also sought to survey all US academic radiology departments to determine how many of our colleagues used non-traditional titles. True to our nature, this detailed national survey led to a scholarly project by resident Grant Webber, who serves as first-author of an in-press JACR article describing our findings. We learned that 19% of 212 departments with residencies have names other than “Department of Radiology,” with “imaging” being the most frequent non-traditional term and “science” or “sciences” more prevalent among academic institutions. While we are not the first radiology department to modernize our name, our effort to realign our name to better fit our scope is likely to be met with interest among our peer institutions.

With unanimous support by the Council of Chairs, Dean Lawley, and the Emory University Board of Trustees, our proposal to modify our department name is now approved. We are the Emory Department of Radiology and Imaging Sciences.

- Carolyn C. Melzer, MD, FACR
Chair of Radiology
AWARDS & RECOGNITION

Kevin Kim, MD  
Associate Professor of Radiology, Obstetrics & Gynecology, Hematology & Medical Oncology and Surgery (top left)

Hyunsuk Shim, PhD  
Associate Professor of Radiology (top right)

David M. Schuster, MD  
Assistant Professor of Radiology (bottom left)

Srini Tridandapani, MD, PhD  
Assistant Professor of Radiology (bottom right)

Radiology Research Study Section Committee for RSNA

Drs. Kim, Shim, Schuster and Tridandapani have been selected to serve on the Radiology Research Study Section Committee for RSNA. This committee is responsible for evaluating, scoring, and providing written critiques for the Foundation’s radiology research grant applications. The RSNA review process is patterned after the NIH grant review process. Study section members prepare written reviews and submit preliminary scores for assigned grant applications, and they attend a study section meeting to discuss and score all Foundation research grant applications.

Carolyn Cidis Meltzer, MD  
William P. Timmie Professor  
Chair of the Research Committee for the RSNA

Dr. Meltzer has been appointed Chair of RSNA’s Research Development Committee, which has overall responsibility for recommending and developing new and revised grant/award programs to be implemented by the RSNA R+E Foundation. The Committee’s activities include oversight of the Radiology Research Study Section, the RSNA Revitalizing the Research Enterprise program, and the NIH grantsmanship courses.

Andrew Lemmon, MD  
Radiology Resident, R2  
Siemens AUR Radiology Resident Academic Development (SARRAD) Program

This program provides focused mentorship, leadership and academic development activities to a group of high-potential second-year (PGY-3) radiology residents in order to better prepare them for their transition to successful careers as leaders in academic radiology. The program combines existing AUR sessions with ten hours of specific program content. Residents will meet with Junior or Senior Faculty, Program Directors or Chairs to discuss challenges and opportunities encountered in Academic Radiology relating to clinical work, administration or research, and to present their discussions at a roundtable session.

Louis Martin, MD  
Professor of Radiology  
Associate Editor of the Journal of Vascular and Interventional Radiology

According to www.jvir.org, “as the official journal of the Society of Interventional Radiology, JVIR is the peer-reviewed journal of choice for radiologists, cardiologists, vascular surgeons, neurosurgeons, and other clinicians who need current and reliable information on every aspect of vascular and interventional radiology.”

Khalil Salman, MD  
Nuclear Medicine Resident - 1st Year  
2011 ACNM Best Essay Award

At the 2011 American College of Nuclear Medicine’s annual meeting in January, Dr. Salman’s poster entitled Nuclear Medicine Detection of Cutaneous and Subcutaneous Disease won the 2011 ACNM Best Essay Award.
AWARDS & RECOGNITION CONT’D

Srini Tridandapani, MD, PhD
Assistant Professor of Radiology
Associate Scientific Advisor for Science Translational Medicine

Dr. Tridandapani is one of 16 scientists selected as an Associate Scientific Advisor for Science Translational Medicine. In this position, he will be required to write a monthly summary about one of the most exciting recent translational advances in our field. He feels this is a unique opportunity to expose the translational medicine community to advances being made in medical imaging—they have not had an imaging person in this role before.”

Radiology Research Alliance (RRA) Young Investigator Award

Dr. Tridandapani was also recently awarded the RRA Young Investigator Award. The primary mission of the Radiology Research Alliance is to encourage research in radiology and the radiological sciences by helping departments establish and improve their research programs.

MESSAGE FROM THE VICE CHAIR FOR RESEARCH

Create. Advance. Inspire.

The new mission of the School of Medicine research strategic plan was used as the theme for a Radiology Faculty Leadership retreat held on February 11: Create. Advance. Inspire. Departmental leaders convened to begin the process of updating the research aim of Radiology’s Strategic Plan (Log-in required - https://secure.web.emory.edu/radiology/intranet/faculty_and_staff/policies-procedures/index.html). We explored ways to build on our success by carefully considering options for allocating future research resources.

The retreat started with an address by Dr. Ray Dingledine, Executive Associate Dean for Research in the SOM. Dr. Dingledine highlighted recent successes, such as increasing research space by 50% since 2000 and raising the total research funding by 56% since 2005. He also signaled a change in philosophy of the university leadership by moving away from a research dollar driven goal to a vision of Emory University having a substantial impact on the understanding of human disease. He would like Emory to be recognized as one of the top 10-12 research-intensive medical schools in the country by 2015.

Dr. Meltzer presented her view of the trends and opportunities in national research in light of current NIH and healthcare reform priorities. A consistent theme was that funded projects must have an increased emphasis on public health impact. Also, areas not previously considered to be in the purview of NIH funding are being touted as appropriate targets for critical investigation. These include: researching the benefit of a particular treatment to health care reform and studying health disparities. She also noted a trend of particular interest to Radiology: an effort to reduce the projected increase in national healthcare spending by focusing on the growth of imaging.

The rest of the day was devoted to brainstorming potential research directions that fit into the SOM and Departmental visions, and would be fundable in the current economic climate. A starting list of 12 areas was narrowed down to three for future consideration: health services, decision support systems, and quantitative imaging. Health services research refers to impacting health practice and policy through research. Decision support systems were seen as being a critical part of our profession in the near future. The old practice of building a large knowledge base through years of training and experience may not be practical in the future. The amount of information will soon be too much for one person and concurrently computer capabilities are making it much easier to find information in databases. Quantitative imaging refers to extracting the maximum possible amount of information from an imaging session and quantifying it with numbers. This would, for example, permit easier evaluation of the effectiveness of a therapy over time.

This is an exciting time as healthcare and Radiology are set for dramatic changes. All agreed that activities in the reading room ten years into the future will have little resemblance to our current practice. Take pride in knowing that our Department is planning to be a leader in the transformation. I can’t wait to see what happens!

- John Votaw, PhD, Vice Chair for Research
Significance: In this proposed research, we focus on utilizing photodynamic therapy (PDT) for treating head and neck cancer and on the development of molecular imaging to detect and predict PDT treatment effect at a very early stage. The second-generation PDT drug Pc 4 is currently under clinical trials for treating skin cancer. This project will be the first study on Pc 4-PDT of head and neck cancer in animal models and important for future testing of Pc 4-PDT head and neck cancer in human patients. If translated to clinic, the imaging-based early assessment approach would be able to help clinicians to select the most appropriate patients for an optimal dose and treatment schedule.

CHECK IT OUT

Molecular Imaging for Photodynamic Therapy of Head and Neck Cancer

Principal Investigator: Baowei Fei, PhD, EngD
Co-Investigator: Ronald Voll, PhD (Radiology)
Georgia Chen, PhD (Winship Cancer Institute)

Pilot Grant Funding Organization: NIH/NCI SPORE in Head and Neck Cancer Program at Emory University

Dr. Valeria Moncayo recently attended the Mid-Winter Society of Nuclear Medicine/ American College of Nuclear Medicine meeting held in Palm Springs, California, January 20-23, 2011. Her poster entitled, “Utility of SPECT-CT in RBC Scintigraphy of Hemoptysis in a Patient with Congenital Heart Disease and Multifocal Aspergillomas,” was accepted for this meeting. Other authors who contributed to the research include Drs. David Brandon and Raghuveer Halkar.


STRIVING FOR EXCELLENCE

Setting Up the Center for Systems Imaging

CSI began operations at Wesley Woods Health Center in the Fall of 2008 as one of the School of Medicine’s Core Services Centers and home to several Radiology research laboratory groups. Setting up a new program office with a singular function within a university is a difficult task, which takes a lot of time and effort. The work of getting CSI up and running involved developing and organizing the business processes for four programmatic functional areas, which had to operate as a single unit within the framework of SOM and Emory. One can imagine the challenges of creating a new Center consisting of (i) research programs in Tracer Development, PET, MRI and Optical Instrumentation, (ii) a radiopharmaceutical production facility, (iii) human and laboratory animal imaging services, and (iv) a laboratory animal handling and housing facility.

In his book titled: “Liberation Management: Necessary Disorganization for the Nanosecond Nineties”, Tom Peters did an excellent job of describing how difficult it is to achieve often complex business processes that yield efficiencies between organizational management and project management to produce a highly performing organization. These are the same kinds of business process challenges faced by Emory and all universities with faculty researchers leading project team work, requiring flexibility within the organizational structure of the University. Our Program Directors and staff worked hard together throughout the Center’s first start-up year and succeeded in creating and implementing policies and procedures that would ensure proper operations of all three service areas at CSI, while providing the flexibility in the Center’s operations needed by each of the research programs. “Striving for Excellence” for us at CSI means now having a fully operating Center that strives to serve the imaging needs of the Emory research community and the larger outside scientific community.

- Orman Simpson, Assoc. Clinical Administrator

GETTING TO KNOW YOU

Radiology Nurses

Over 30 registered nurses at Emory University Hospital, Emory Midtown, Wesley Woods and Emory Clinic provide daily care for our Radiology patients receiving invasive procedures. Many of these nurses have five to ten years of extensive experience in critical care areas. The unity and teamwork of the Radiology nurses plays a critical role in offering our patients the highest quality of care. Among the responsibilities of a Radiology Nurse are establishing positive patient relationships prior to and post examination, detailed documentation of patient care, and effective communication between faculty and staff to ensure patient safety.

Prior to a patient’s procedure, the nurse reviews the medical history and prepares the patient by explaining what they can expect during his/her procedure. The nurses document medication, vital signs and response rates throughout the patient’s stay. They also communicate on behalf of the patient during a procedure to the faculty and staff, which is an important aspect of this position. While a patient is on the examination table, a radiology nurse is always with him/her to offer comfort, support and care. A required characteristic of this position is the ability to think critically, respond promptly and act appropriately while attending to the patient’s care. Communication is key for the nurses. If they feel something may not be going as planned, they must quickly assess when to intervene and consider what may be best for the patient.

Radiology Nursing Specialty Director, Vicki White, acknowledges the hard work of her staff and appreciates their efforts in playing one of many significant roles in ensuring our patients are treated with the utmost respect and receive the highest quality of care.

Currently, the nurses concentrate on actively improving patient satisfaction. They aim to decrease turn-around times and have accurate procedural start times. Greg Pennington, Sr Business Manager, is working with the nurses to revise patient discharge instructions and thus improve patient education. By placing the patient’s needs as the highest priority, we can strive to increase positive experiences for both patients and their families.

Tammy Howell, Radiology Nurse at Emory Midtown, feels passionate about her position. “It becomes our responsibility to be an advocate for our patients in order to provide them with the highest level of quality and care during their stay in our facilities.”

This position assists our Department in ensuring we can conduct advanced, invasive procedures while offering personalized patient care. The Radiology Nurses work directly with physicians, fellows, mid-levels and technologists to offer their collective experience that adds value and insight to patient care during various imaging procedures.

- Alaina Shapiro, Communications Coordinator

EMORY Radiology

In the Pre-Procedure Care Area (PPCA) the Radiology Nurses prepare patients for their invasive procedures.

Emory University Hospital's Interventional Radiology team works closely with Radiology Nurses for patient procedures.
Updates from Imaging Applications Support (IAS)

**Sharpen Your Skills!**

This month we would like to highlight the various opportunities that are set up for learning more about the Imaging Applications. The Imaging Workflow Administrators also hold monthly Expert User Meetings at rotating locations.

The Expert User Meetings are listed below:

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<th>Date</th>
<th>Time</th>
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<tr>
<td>March 8</td>
<td>9:00 AM – 10:00 AM</td>
<td>EUHM</td>
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<tr>
<td>April 12</td>
<td>1:00 PM – 2:00 PM</td>
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<td>May 10</td>
<td>9:00 AM – 10:00 AM</td>
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<td>June 14</td>
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<td>July 12</td>
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<td>August 16</td>
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<td>September 13</td>
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<td>October 11</td>
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<td>December 13</td>
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Meetings will be conducted in the following locations:
- Executive Park (EP): 2nd Floor Main Conference

**Quality Corner**

**Radiology Service Excellence Committee**

The Service Excellence Committee (SEC) has been very busy working with staff to find ways to improve the customer experience. We are working on improvements in employee engagement and customer service because they stand hand in hand when determining how well we interact with our patients.

In December we saw a rollout of the SEC customer service video. The video was written, produced and directed by the members of the SEC and we were fortunate to have employees from all sections of Radiology to serve as actors in our production. This production served as an employee engagement activity. People who had never worked together before, came together to work on this project and made it a success.

The SEC has also worked to improve the reporting of customer services scores and to insure that the patient samplings are correct. Jessie Knighton and Dale Walker have worked with The Press Ganey Corporation and Rledge Hanna’s office to clean-up some of the data that was being erroneously reported as Radiology scores. In some cases, adjustments have also been made to the number of surveys being sent out in an effort to bring the samplings more in line with the volume of exams for each modality. Jessie and Dale have also worked hard to insure that the “flower charts” that are posted throughout Radiology accurately reflect our scores.

The SEC is now turning our attention to producing additional segments of the customer service video. We are in discussions with Radiology Media Services to add segments to our current video. These new segments will be geared to highlighting the billing processes in Radiology, as well as physician and patient interactions.

The SEC is also discussing the employee survey and looking for ways to increase participation. The goal of the organization is to have 66% staff participation in the survey, which is conducted yearly. The survey vendor will change this year and will be conducted by Press Ganey. The goal of the SEC is to increase awareness of the survey and to find ways to encourage staff to share their thoughts with leadership.

The SEC has increased participation in morning huddles and we are looking for ways to increase physician involvement and energize staff interactions. We have new members on our team and we are always looking for more. If you have suggestions for the SEC or would like to join us, you may contact your SEC representative, or call or e-mail Linda Gunsby.

- Linda Gunsby, BS, RT(R)(CT), Manager, Imaging Services

Daria Miller, the RadNet Application Analyst, holds a RadNet review session at each campus every month.

- RadNet Review EUH 3rd Tuesday of month, 9 am NDB auditorium
- RadNet Review EUHM, 3rd Wednesday of each month, 2 pm Radiology Conf. Room.

Another opportunity to learn and provide input is at the IS/Tech Committee meetings. These meetings take place in AG 04 on the first Wednesday of each month, at 7AM, before the Grand Rounds.
Radionomy Awards Committee

Currently, the only well-known departmental award that a faculty member in our department can receive is the Teacher of the Year Award given by the residents. While this is a much-coveted award since it is resident-driven, it only recognizes teaching activities geared toward residents. On the other hand, our faculty members are also excellent researchers, clinicians, and service-oriented individuals and their contributions in these areas are currently not being publicly recognized. To address this gap, Dr. Meltzer put together an awards committee consisting of both faculty members and a resident. The committee studied the awards programs that our peer-departments—Departments of Medicine and Psychiatry at Emory have successfully established. Based on the committee’s report, we in Radiology are initiating the following new faculty recognition awards:

1) **Outstanding Radiology Service Award:** Up to two awards in this category will be bestowed each year to recognize faculty who have demonstrated outstanding citizenship and service to the department, hospital, and/or the patient and community we serve. One award will be open to all faculty and one will be geared toward junior faculty.

2) **Outstanding Clinician Award:** Up to two awards in this category will be given each year to recognize faculty who have demonstrated outstanding clinical care at Emory and affiliated hospitals, one for all faculty and one geared toward junior faculty.

3) **Outstanding Mentorship Award:** One award a year will be given to recognize faculty who have demonstrated outstanding mentoring to early faculty and fellows within our department.

4) **Outstanding Scientific Contribution and Young Investigator Awards:** One award per year will be open to all faculty to recognize an outstanding research publication; this award will alternate between Basic Research (even years) and Clinical and Translational Research (odd years). The Young Investigator Award open to junior faculty will consider both research publications and other research achievements including grants.

5) **Rising (Radiology) Star Award:** Up to two awards per year will be bestowed to junior faculty to demonstrate outstanding administrative, citizenship, clinical practice, leadership, service, and/or teaching to the Department, School, University or the community we serve.

Nominations for any of these awards can be self-made or originate from other faculty members, trainees including residents, clinical and research fellows, and clinical staff members (NP, PA, RN, LPN, MA, RT). Details regarding the nomination process will be available on our department website beginning in early March, 2011, and nominations can be made March through the end of May. The nominations will be evaluated by subcommittees consisting of members within our department who do not have a conflict of interest and also by members outside our department. We expect to have our first faculty awards ceremony during the first grand rounds of the next academic year in early September. We hope that this program will serve as a model on which to base a number of future awards that will recognize the outstanding work being performed by faculty, trainees, and staff.

If you have any feedback regarding this program, please contact members of the awards committee or email radiology-awards@emory.edu.

- Srini Tridandapani, PhD, MD

Assistant Professor of Radiology

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Awards Committee members:
Tracy Faber, PhD
Jack Fountain, MD
Daniel Lee, MD
Mark Mullins, MD, PhD
Sherif Nour, MD
Eva Riker, MD
William Small, MD, PhD
Srini Tridandapani, PhD, MD
NEW FACES & APPOINTMENTS

Jean Kunjummen, DO
Assistant Professor - Breast Imaging
Dr. Kunjummen was an Assistant Professor at the University of Texas Houston Medical School/Memorial Hermann Breast Center prior to joining the Emory Breast Imaging Team of Radiologists as an Assistant Professor. She also gained work experience as a faculty member at the Ochsner Clinic Health System in New Orleans. She is a member of several professional organizations including Radiological Society of North America, American College of Radiology and the Society of Breast Imaging.

Dyeisha Lenoir
Administrative Assistant - Emory Johns Creek
Dyeisha received her Associates Degree from Clayton State University with a concentration in music education. She then decided to change her focus to the medical field and attended Georgia Medical Institute with a focus in phlebotomy as a Patient Care Technician. Dyeisha has various experience as a Front Desk Lead, Referral Coordinator and Lab Technician.

Kelley Marshall, MD
Assistant Professor - Pediatric Radiology
Prior to joining the Emory Radiology Pediatric Division at Children's Healthcare of Atlanta (CHOA), Dr. Kelley Marshall was a Staff Radiologist at Pediatric Radiology of America providing teleradiology subspecialty interpretation for children's hospitals across the United States. Her other experience includes working at Children’s Diagnostic Imaging of Atlanta, P.C. at CHOA at Scottish Rite as the Section Chief of Musculoskeletal Imaging. From 2003 to 2005, Dr. Marshall was the Medical Director at CHOA at Scottish Rite's Department of Radiology. Coinciding with those dates, she was also the President of Children's Diagnostic Imaging of Atlanta, P.C.

Dr. Marshall received her MD from Northeastern Ohio Universities College of Medicine and then continued her education with an Internship at Riverside Regional Medical Center. After her transitional year, she attended Eastern Virginia Graduate School of Medicine to complete her Radiology Residency. Dr. Marshall completed a Pediatric Radiology Fellowship from Children's Hospital Medical Center.

Andrew Chi
Research Assistant - Dr. Fei’s Laboratory
In February, Andrew received a letter to join the 2011 Class from the Medical College of Georgia at Georgia Health Sciences University. Since Spring 2010, Andrew has worked as a Research Assistant in Dr. Baowei Fei’s Lab at the Center for Systems Imaging. Andrew has contributed to the research project on prostate cancer imaging. Andrew is scheduled to graduate from Emory College in May of 2011 with a Bachelor’s of Science in Chemistry and Bachelor’s of Arts in East Asian Studies.

Kelley Marshall, MD
Assistant Professor - Pediatric Radiology
Prior to joining the Emory Radiology Pediatric Division at Children's Healthcare of Atlanta (CHOA), Dr. Kelley Marshall was a Staff Radiologist at Pediatric Radiology of America providing teleradiology subspecialty interpretation for children's hospitals across the United States. Her other experience includes working at Children’s Diagnostic Imaging of Atlanta, P.C. at CHOA at Scottish Rite as the Section Chief of Musculoskeletal Imaging. From 2003 to 2005, Dr. Marshall was the Medical Director at CHOA at Scottish Rite's Department of Radiology. Coinciding with those dates, she was also the President of Children's Diagnostic Imaging of Atlanta, P.C.

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HR Tip

Use It – Don’t Lose It – 2010 FSA Funds!
The risk of forfeiting money from your Healthcare FSA (Flexible Spending Account) has been reduced by the “grace period.” You will be able to use any remaining balance in your Healthcare FSA at the end of 2010 to pay for expenses incurred through March 15, 2011. Only 2010 Healthcare FSA funds not used by March 15, 2011 will be forfeited. To avoid forfeiture, purchase items such as eyeglasses, contact lenses, and other approved Healthcare FSA expenditures. Please remember to keep all of your receipts as they are required for verification of expenses.

The “grace period” only applies for Healthcare Flexible Spending Accounts. If you have a Dependent Day Care FSA, you do NOT have a “grace period” in which to use remaining previous year balances. All claims for 2010 Dependent Day Care FSA must be filed no later than March 31, 2011, to receive a reimbursement.

For information on “a qualified expense” for the Healthcare FSA or needed claim forms, please visit the below link:
http://www.hr.emory.edu/eu/benefits/healthanddental/flexspendingaccts/index.html

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