

EMORY RadReport

It's what's on the inside that counts!

July, 2010

RLA Inaugural Class Graduates

The success of the inaugural year of the Radiology Leadership Academy (RLA) was evident through the final presentations of the RLA Fellows at their graduation, on June 11. Over the course of the nine-month program, which began last October, the RLA fellows refined their leadership skills, read several thought provoking books, participated in elective courses and spent many extra hours working on group projects centered on creating a plan to increase Patient and Family Centered Care (PFCC).

The RLA program is a vital step forward in our department's strategic efforts to grow the talents and skills of our faculty and staff. Over the course of the program, skills building concentrated on areas of defining leadership, engagement, empowerment, customer service, leading change, diversity and communication, using the DiSC assessment to adapt management styles. Intertwined with these lessons were insights as how all the moving parts of our department function together: clinical, research, education and administration. Dr. Scott Hwang, Assistant Professor of Radiology and RLA graduate, commented "Getting out of the reading room and gaining an understanding of how the staff functions and how the



Each of the RLA fellows participated in presenting an actionable proposal.

administrative goals guide our department was eye-opening."

Several readings enriched the program discussion, including *The 7 Habits of Highly Effective People*, *Getting to Yes* and *Leading for a Lifetime*. These and other readings were incorporated into the discussion of various leadership skills and prompted conversations that bonded the group and inspired leadership growth. The fellows also invested time in elective courses centering on leadership skills through various Emory outlets that are available to everyone, i.e., Emory Center for Lifelong Learning (ECLL), Healthcare Learning Services (HLC) and Emory University Learning Services. Each fellow selected two courses to participate in outside of their RLA sessions. This opportunity allowed each fellow to tailor their program.

Ultimately, the fellows used their refined knowledge and proficiency to work in three groups to create project proposals that could be actionable within our department and enhance PFCC. From the project proposals they developed presentations, which they delivered as part of their graduation process. This year the topics address by the groups included: Raising CT Dose Awareness; Enhancing Patient Satisfaction; Empowerment to Better Communicate Waits and Delays.

The dedication and hard work of the fellows was celebrated with a luncheon including leadership from our department and various program presenters. Dawn Moore, Director of the Medical Imaging Program and RLA Graduate, has been with

Emory for 30 years and found that she now understands the department at a deeper level, especially aspects of clinical and administration. When reflecting upon her experience Dawn confided, "The best part was getting to know the people from different areas of the department that I never would have known. Building these relationships has already helped to open new opportunities for education with my fellow graduate, Dr. Ioannis Sechopoulos."

Planning for next year is underway with the selection of twelve new fellows. Thank you to the fellows who made the inaugural year a success. Thank you to the various presenters who contributed to the growth of our fellows and enriched the quality of the program. Thank you to the Radiology administration for your vision and dedication to making this program possible. And finally, thank you to my co-facilitators Chuck Powell, Cynthia Wood, Habib Tannir and Dale Walker, whose insight into leadership and devotion to the development of an engaging program, fueled its success.

- Monica Salama,
Communications Manager

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RLA Inaugural Class of 2010



Michael A. Armstrong, RT
- Assistant Director of Imaging Services at EUHM

Chrystal Y. Barnes, RT(R)(CT)
- Assistant Director of Imaging Services at EUH

Michael Bowen, ARNP
- Nurse Practitioner & Manager of Mid-Levels

Marcus Foster
- Senior Manager Revenue Cycle

Jane Goldberg, RN
- Assistant Director of Imaging Services at EUOSH & WW

Scott N. Hwang, PhD, MD
- Assistant Professor

Daniel Lee, MD
- Assistant Professor & Nuclear Medicine Residency and Fellowship Director

Dawn Couch Moore, MMSc, RT(R)
- Director of the Medical Imaging Program

Ioannis Sechopoulos, PhD
- Assistant Professor

Vivian Smith
- Associate Clinical Administrator

Mariana Teodorescu
- Associate Director of Grants and Contracts

Jane Vitali, RT(R)(CV)
- Assistant Director of Imaging Services for TEC

LETTER FROM THE CHAIR

Dear Colleagues,

July 1 is a day that passes in the lives of most people as a breezy time in early summer to prepare for a long, lazy weekend. For those of us in academic medicine, it is a hectic day filled with new beginnings and some apprehension. Some who were residents one day earlier find themselves as fellows embarking on the path of their subspecialty of choice. Others who were fellows on June 30th awaken the next morning as full-fledged professionals. It can be a most exciting, yet daunting time.

The new class of diagnostic radiology residents is the first who will not experience the

weariness of Louisville's Executive West Hotel for an oral board exam that has marked a stressful rite of passage in our field. I am eager for this first-year class to make the most of their time in training without the distraction that can come with a single-minded focus on this examination. Radiology changes too rapidly for this kind of approach; rather we need to transition to an emphasis on life-long learning that starts with residency. How many of the senior faculty and staff are working with technologies that weren't even known when they trained? Our field in particular is one that challenges us

to always be seeking new knowledge and advancing the way we detect and treat disease -- earlier and more safely.

At this time of new beginnings, I'd like to recognize the organizing team of Habib Tannir, Chuck Powell, and Monica Salama and all of the new Radiology Leadership Academy (RLA) graduates for a superb job with the inaugural term of RLA. It is a most exciting program that elevates the talent and teamwork of the department to new heights.

Congratulations to Amit Saindane for being named our [2010 Teacher of the Year!](#)



I'd also like to note that Mark Goodman honored our department and Emory by receiving the Society of Nuclear Medicine's Michael J. Welch Award for significant contributions to the field of radiopharmaceutical sciences!

Best to all,

Carolyn C. Meltzer, MD, FACR
Chair of Radiology

MESSAGE FROM THE VICE CHAIR FOR RESEARCH

Research Tie to Patient and Family Centered Care

There has been much recent publicity about giving the patients we care for a central role in their treatment decisions (see Quality Corner, page 7). At the heart of the push to Patient and Family Centered Care is respect for the patient and acknowledgment that only by actively engaging the patient can the best decisions be made. Does this have any applicability to researchers and research studies? It does in that it attempts to formalize a culture that is relevant to working with people regardless of the relationship. The principles behind Patient and Family Centered Care are the same that direct the informed consent process in research studies: the method by which fully informed, rational persons may be involved in choices about their health care.

Two ethical principles guide the discussion. 1) Respect for autonomy – the right of a person to have control over influences that affect him. 2) Rule of beneficence – the moral obligation to act for the benefit of others by helping them to further their interests or remove possible harms. If the end of medicine is healing patients (present ones or future ones through research) then we are involved in a beneficent undertaking. However, our understanding, as healthcare professionals, of the benefit to a subject can differ from that of the subject. Alternatively, our understanding of benefit can depend on the subject's opinion. Hence, it

is implausible to maintain that the notions of benefit and harm are objectively independent of the subject's judgment. It is for this reason that we are engaged in the current effort to place the patient or subject at the center of decisions that affect them.

Because the principles of autonomy and beneficence can be at odds, it is often difficult to know how to handle a particular encounter with a patient or research subject. An example for which there is no clear consensus is an incidental finding. (See Science 10 February 2006: p.783) What should you do if you see suspicious indications of curable disease in a research scan? Suppose the principle investigator is not an expert in the area. Does this change the situation? Should every research study be clinically interpreted by a qualified physician? This could be an enormous burden – who should pay for it? One thing that is accepted is that the plan for looking for and handling incidental findings should be made clear to the subject as part of the informed consent process.

Suppose an investigator does not plan on reviewing images for incidental findings but during the course of the study some seemingly obvious information is uncovered that the PI strongly believes is important in the medical care of the subject? Being caring

and ethically minded, the PI wants to do what is best for the person before them. One of the complicating factors is the possibility that the incidental finding is a false positive, which would cause harm to the subject if revealed. For this reason, many consider it unwise to communicate all but the most certain findings. If a decision is made to inform the subject, the principle of autonomy implies that the subject should be informed unless the subject asks that it be delivered to someone else, such as their primary-care physician. This brings up another complicating factor; is the subject capable of understanding the information? If not, extra assistance should be provided to identify avenues for follow-up. As this example shows, there is no clear cut path to follow in all cases – clinical or research.

The principles of autonomy and beneficence are the proper guiding lights – but they often do not shine on the easiest road to follow. I applaud the effort to move to a culture that places our patients and subjects at the center of our care and actions. It is efforts such as this that make me proud to be associated with

Emory. I encourage you to also embody this philosophy and to teach it to others by your example.

- John Votaw, PhD
Vice Chair for Research



GRANT AWARDS

In vivo PET Imaging of the Norepinephrine Transporter in Alzheimer's Disease

Principal Investigators: Fanxing Zeng, PhD
Co-Investigators: Mark Goodman, PhD Carolyn Meltzer, MD
 Allan Levey, MD, PhD Jon Nye, PhD

Funding Organization: The Emory Alzheimer's Disease Research Center (ADRC)

Significance: We have developed a potent and selective PET agent for imaging NET, [¹¹C]MENET, which possesses properties suitable for determining NET densities by kinetic analyses in nonhuman primates. In this application we propose to determine the alterations in brain

NET concentration of AD patients using [¹¹C]MENET and HRRT PET in order to follow the progressive loss of NET binding sites during AD. Results from these studies will provide relevant clinical information regarding the role of NET in AD.

A Dual-Labeled Magnetic-Optical Imaging Probe for M2 Macrophages

Principal Investigator: John Oshinski, PhD
Co-Investigators: Alope Finn, MD
 Hui Mao, PhD

Funding Organization: Atlanta Clinical & Translational Science Institute (ACTSI)

Significance: We propose to develop an imaging probe that binds to the mannose receptor and contains both a magnetic moiety so the probe can be used for MRI, and an optical moiety so the probe can be

used for near infrared optical imaging. We will then test the particle in a rabbit model of hemorrhagic plaque. The result of this project will be a dual-labeled imaging particle that can bind to and identify vulnerable atherosclerotic plaques.

CHECK IT OUT

Howell LL, **Votaw JR**, Goodman MM, Lindsey KP. *Cortical Activation During Cocaine Use and Extinction in Rhesus Monkeys*. *Psychopharmacology*, 2010, 208: 191-199.

Yu W, Williams L, **Camp VM**, Olson JJ, Goodman MM. *Synthesis and Biological Evaluation of anti-1-Amino-2-[¹⁸F]Fluoro-Cyclobutyl-1-Carboxylic Acid (anti-2-[¹⁸F]FACBC) in Rat 9L Gliosarcoma*. *Bioorganic and Medicinal Chemistry Letters*, 2010, 20: 2140-2143.

Fornwalt BK, Sprague WW, BeDell P, **Suever JD**, Gerritse B, Merlino JD, Fyfe DA, Leo'n AR, **Oshinski JN**. *Agreement is poor amongst current criteria used to define response to cardiac resynchronization therapy*. *Circulation*, 2010 May, 121:1985-1991.

Provenzale JM, Stinnett SS, Engelter ST. *Use of decrease in apparent diffusion coefficient values to predict infarct age*. *Emerg. Radiol.*, 2010 May 7. [Epub ahead of print] PMID: 20449761.

Kamireddi A, **Braithwaite K**, **Simoneaux S**. *Wilm's Tumor*. *ACR Case in Point*. June 24, 2010.

2010 Society of Nuclear Medicine (SNM) Annual Meeting

Held June 5-9, 2010, in Salt Lake City, Utah, the SNM Annual Meeting was well represented by Emory Faculty. Several members of the Division of Nuclear Medicine & Molecular Imaging participated in this year's Annual Meeting and their contributions include:

John Aarsvold, PhD
Co-Authored three publications

S. Ramisa Ehsan, MD
Presented poster

Ernie Garica, PhD
CME Lecture

Bital Savir Baruch
Presented poster

Naomi Alazraki, MD
History of Nuclear Medicine Program
- organizer and moderator

Tracy Faber, PhD
Oral abstract and poster
presentation

Nashwa Jarkas, PhD
Presented poster

David Schuster, MD
Presented abstract

Scott Bartley, MD
Lectured at the YPC Luncheon

Baowei Fei, PhD
Oral abstract

Malgorzata Lipowska, PhD
Presented poster

Andrew Taylor, MD
Co-organized and lectured CME
Session

David Brandon, MD
The YPC Luncheon
- organized meal and lectures

Russell Folks, CNMT, RT(N)
Educational exhibit

Jonathon Nye, PhD
Oral abstract

Weiping Yu, PhD
Presented poster

James Galt, PhD
Presented poster

Cesar Santana, MD, PhD
Presented poster

Aizhi Zhu
Presented poster

AWARDS & RECOGNITION

Top Doctors in Atlanta

Four members of Emory Radiology have been selected as a Top Doctor in the Atlanta area by *Atlanta* magazine. In the June issue, the following doctors were recognized:



Neuroradiology
Jacques E. Dion, M.D.
Emory University Hospital

Patricia A. Hudgins, M.D.
Emory University Hospital

Vascular & Interventional Radiology
Kevin (Hyun) Kim, M.D.
Emory University Hospital

Curtis A. Lewis, M.D.
Grady Memorial Hospital

Atlanta magazine consulted the data gathered by the New York-based research firm Castle Connolly Medical, Ltd. As reported by *Atlanta Magazine*, "Castle Connolly seeks nominations not only of physicians who excel in academic medicine and research but also, most importantly, those who exhibit excellence in patient care — those to whom nominating physicians would send their own families."



Andrew T. Taylor, MD
Professor of Radiology

International Society of Radionuclides in Nephrourology Lifetime Achievement Award

In recognition of his achievements and contributions to the field of renal nuclear medicine, the International Society of Radionuclides in Nephrourology awarded Dr. Taylor with the coveted Lifetime Achievement Award at their last meeting. His long interest in renal imaging and renal radiopharmaceutical development began at UCSD in 1977. Dr. Taylor has published well over 100 peer reviewed articles in renal nuclear medicine alone and more than 230 peer reviewed articles overall.



Murray Baron, MD
Professor of Radiology, Emeritus



Kay H. Vydareny, MD
Professor of Radiology, Emeritus

American Board of Radiology (ABR) Lifetime Service Award

Drs. Baron and Vydareny were awarded the ABR Lifetime Service Award in acknowledgement and appreciation of their ongoing exceptional service in fulfilling the ABR mission. Both have been volunteering their time since the 1980s, assisting with administering and preparing the exams, in addition to serving on various committees for this professional organization.

Mark M. Goodman, PhD
Endowed Chair for Imaging Sciences
Professor of Radiology



Society of Nuclear Medicine: Michael J. Welch Award

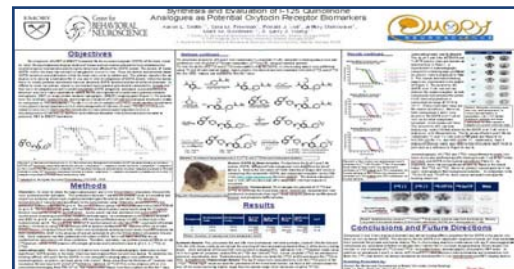
The Welch Award was created as a means of recognizing individuals who have made an outstanding contribution to the field of radiopharmaceutical sciences. The Welch Award was presented to Dr. Goodman at the SNM Annual Meeting. The Welch Award carries with it an honorarium of \$1,000, which is sponsored by Bayer-Schering Pharma, AG, Berlin, Germany.

Clinical Tract Poster Award - 3rd place



The poster authored by Xianhe Lin, MD, PhD, Tracy L. Faber, PhD, Ernest V. Garcia, MD, PhD, and Ji Chen, PhD, received 3rd place at the annual Meeting of the Society of Nuclear Medicine (SNM) in the category of Clinical Tract Poster Awards. The content featured detailed information under the title *Repeatability of left ventricular dyssynchrony and function parameters in serial gated myocardial perfusion SPECT*.

Radiopharmaceutical Tract Poster Award - 3rd place



The poster entitled *Synthesis and evaluation of I-125 quinolinone analogues as potential oxytocin receptor biomarkers* was awarded 3rd prize by the SNM's Radiopharmaceutical Tract Poster Awards. This year was the first time this track gave awards. The authors of the award-winning poster include Aaron Smith, PhD, Sara Freeman, Ronald Voll, PhD, Jeffery Stehouwer, PhD, Mark Goodman, PhD, and Larry Young, PhD.

AWARDS & RECOGNITION CONT'D



Baowei Fei, PhD, EngD

Assistant Professor of Radiology and Biomedical Engineering

Young Investigator Award – First Place, Society of Nuclear Medicine (SNM) – Computer and Instrumentation Council

At the 57th Annual Meeting of the Society of Nuclear Medicine (SNM) in Salt Lake City, Utah in June 2010, Dr. Baowei Fei received the Young Investigator Award for his research on Image Quantification and Attenuation Correction for Combined MRI/PET. Dr. Fei received the 1st place award from the SNM Computer and Instrumentation Council. He has developed tools for image registration, classification, segmentation and attenuation correction for the potential use in combined MRI/PET. Other colleagues who contributed to this work include Mr. Xiaofeng Yang, Dr. Jonathon Nye, Ms. Margie Jones, Dr. John Aarsvold, Ms. Nivedita Raghunath, Dr. Carolyn Meltzer and Dr. John Votaw.

Briana Young, RT (MR)(CT)

Radiologic Technologist - EUOSH

American Registry of Radiologic Technologist (ARRT) Certification

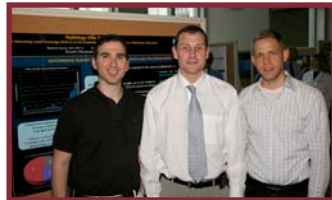
The ARRT Examination in Computed Tomography assesses the knowledge and cognitive skills underlying the intelligent performance of the tasks typically required of staff technologists practicing in this specialized area.



GET INVOLVED

Science of GME Day

On June 10, 2010, Emory held its first annual "Science of GME Projects Day." Opening remarks were made by Dean Lawley and participation among various fields resulted in a high attendance. The Radiology Department was well represented and Dr. Mullins, Dr. Halkar and Dr. Lee were among the many attendees.



Radiology Residents, Drs. Tarek Hanna, James Costello and Keith Tomich (left to right), presented their posters at the Science of GME Projects Day.

Third-year residents, Drs. Tarek Hanna and Keith Tomich, presented a poster entitled *Radiology After Dark: Overnight Attending Level Coverage (OALC) in U.S. Academic Centers and Its Effect on Radiology Education*. Their research project reported a nationwide survey of residents and program directors, exploring trends such as teleradiology utilization, as well as the potential impacts of call coverage on patient care and resident education.

Dr. James Costello presented the abstract entitled *Radiology Research Track*. This represents a new program at Emory that provides up to 12 months of dedicated research time over the course of their Radiology Residency for up to two residents per year. The program helps to guide the residents towards suitable mentorship in addition to instruction on grant writing and abstract/manuscript submission.

Resident Awards

Each year the residents vote to select a Teacher of the Year and Fellow of the Year. This year's recipients are being honored for their knowledge and willingness to take the extra time to work with the residents around the clock.



Teacher of the Year Amit Saindane, MD

Assistant Professor

Fellow of the Year Stephen Sabourin, MD

Graduating MSK Fellow



RSNA Resident/Fellow Research Award

The purpose of the RSNA Research and Education Foundation Roentgen Resident/Fellow Research Award is to recognize and encourage outstanding residents and fellows in radiologic research. These individuals are chosen based on their dedication and involvement in various research activities.

James R. Costello, MD, PhD

4th Year Resident



Patrick Mullen Memorial Award

The Patrick Mullen Award is selected by secret ballot from the third and fourth year residents. This is an award to honor the former resident, Patrick Mullen, who after a life-changing accident overcame several obstacles to return to medicine as a radiologist.

Zahirabbas Momin, MD

4th Year Resident



ACR Accreditation for 1.5 and 3T Magnets at EUH

Both the 1.5 and 3T MRI systems at Emory University Hospital have received ACR accreditation. According to the American College of Radiology, "The program is designed to be educational in nature, and it evaluates qualifications of personnel, equipment performance, effectiveness of quality control measures, and quality of clinical images. It is believed that these are the primary factors that impact the quality of clinical images and the quality of patient care." Congratulations to the hard-working faculty and staff that made this possible.

Employee Engagement

Each month, the managers at our various locations engage the Radiology employees in different activities demonstrating their appreciation for all the staff's hard work and dedication to the department. In June, there was an "Ice Cream Social" held at EP, WCI and MOT locations. Decatur Plaza held their annual Gallop Poll BBQ on June 25. To celebrate July 4th, EUH managers handed out cupcakes to their employees. In the upcoming months, staff can look forward to more employee engagement activities.



STRIVING FOR EXCELLENCE

Servant Leadership

Approximately three years ago I was introduced to the concept of servant leadership. At the time, I was convinced it was hopelessly naïve and anyone who made it a cornerstone of their practice would be overwhelmed by others whose focus was on power, bottom line, or material acquisition (call me guilty on all three points).

After some research and much reflection, servant leadership now seems to me a partial antidote to what ails our industry, our society, and possibly our individual selves. A servant leader operates from a different premise than the transactional leader who offers reward for performance or the transformational leader who offers a unifying idea to motivate others. With servant leadership, one is servant first, leader second. Specifically, the servant leader continually focuses on what is best for the person or group at hand. The idea being that those served will in turn elevate their performance with a resultant

benefit to the parent organization or society. Robert Greenleaf, the driving force behind the reemergence of servant leadership put it thus, "Do those served grow as persons... do they become healthier, wiser, freer, more autonomous, more likely to become servants... and, what is the effect on the least privileged in society... will they benefit or at least not be further deprived?"

From a healthcare perspective, least privileged could be interpreted as those who are ill. Servant leadership is not giving someone what they desire, but providing what is most beneficial and doing it in such a way that there is ongoing benefit. For instance, a servant leader would not enable an addict to acquire their substance of choice; they might instead map the avenues and support to navigate treatment. Closer to the everyday workplace, a servant leader would not allow a troubled employee to ongoingly disturb

coworkers and patients; rather the leader would work on the issue in a way that would be in the best interest of all concerned, even up to the point of employment termination.

Finally, Servant leadership offers a prospect that no other leadership style can claim – the absence of manipulation to achieve goals (the welfare of those served takes precedence). Servant leadership is a lofty concept that causes me continuous struggle. Yet I think there is one profoundly important aspect which could aid each of us... and in many of our endeavors. Next time you interact with a living being (be it a patient, fellow employee, family member, friend, or pet), try to come at it from a servant perspective, to be wholly engaged and to do what is best for another. The results may pleasantly surprise you and offer a way to enhance your work and your life. Serving others has the capacity to reduce stress, foster relationships, engender respect and achieve results.

- Charles Powell,
Director of Technical Operations



GETTING TO KNOW YOU

Associate Clinical Administrator

In 2008, Dan Crowley began with Emory as an Associate Clinical Administrator to assist in developing business growth for our department by contributing to the implementation of several strategic initiatives. In this role, Dan provides support for the Radiologists and acts as a facilitator to ensure the reading rooms are functioning in the most efficient manner. Dan's position as Associate Clinical Administrator has evolved to encompass several aspects of the professional practice; including some of the department's initiatives, streamlining reading room processes and working with Teleradiology clients.

Recently, the Associate Clinical Administrator has played an instrumental role in implementing various initiatives. At Emory University Hospital Midtown, Dan has, with the onsite support of Greg Pennington, Senior Business Manager, worked to develop a new Interventional Radiology Clinic, as well as been involved with the conversion of the EUHM Radiology services from a community model

to an academic model. This new clinic was established to offer patients undergoing various interventional procedures a place to go for consultations before and after procedures. Additionally, Dan contributed to the implementation of the newly formed Emergency Radiology Division. While working with other leadership members, the Associate Clinical Administrator puts into practice these types of initiatives to our clinical model which are designed to draw additional revenue into the department as well as offer 24/7 interpretative services to Emory and its referring physicians.

The business plan for the Teleradiology Division has expanded rapidly over the past two years as the Associate Clinical Administrator along with Willie Arnold, Teleradiology Manager, have helped to streamline the workflow processes of the teleradiology support staff and increase the effectiveness of communications between faculty and staff as it relates to providing

good customer service to our Teleradiology Clients. Dan is also responsible for managing current contracts and obtaining new teleradiology contracts.

Additionally, the Associate Clinical Administrator works in the community to recruit referral sources from both physicians and imaging centers. Dan's strategy incorporates treating these referring physicians as customers by providing them with real-time support and educating them on the systems we use to provide our services.

This position is a valuable resource to our radiology faculty and should be utilized when issues arise. His role is to focus on the professional practice of the department and to align the professional needs with the operational standards from a clinical perspective. Since Dan's arrival in our department, the collaborations with our faculty and staff have contributed to the radiology report turnaround times



Dan Crowley works to implement various department initiatives.

being at a record low. He has worked diligently to ensure that faculty needs are addressed as it relates to support of RIS and PACS in the reading rooms. Dan also works closely with the billing and coding team, as well as the reading room staff to apply standardization to the interpretation workflow.

Dan Crowley comes to Emory with a diverse Radiology Management background, having worked at for-profit hospitals, physician-owned imaging centers and academic Level-I trauma centers. He also has seven years as an adjunct faculty position for the Radiologic Technology Program at Raymond Walters Community College, a recently added part-time instructor for the imaging program at Emory, and adjunct faculty for health care management online classes for University of Phoenix

-Alaina Shapiro,
Communications Coordinator

IN THE KNOW

Quality Corner

Emory Care Transformation Model

A few days ago I had the pleasure of attending the department wide assembly, led by Dr. Meltzer. The assembly served as a reminder, to all of us, why we are here. Care transformation was discussed at length and our department leaders came together to issue a department-wide call to action. We have been asked to examine more closely who we are and why we exist as healthcare providers, and to take immediate action to make positive changes to our culture. As an organization we desire to transform the care that we provide to our patients by creating a more patient and family centered care environment. How do we do that? The process begins when we acknowledge that we have room to improve and a desire to do so.

During the recent assembly our Patient & Family Advisor, Linda Zimmerman, spoke to the group about some of the thoughts and feelings of our patients when they visit Emory, and their desire to be involved in decision making. Linda expressed to us that most of our patients are apprehensive and scared when they enter our doors, and that by simply acknowledging them and making them feel welcomed we have taken the first steps towards forming lasting relationships.

By now, all of us have seen the care transformation model or the "egg", as it has been referred to.

At the center of the "egg" is our patients, and rightfully so. Included in the care transformation model are several other components that are critical to our success. But I want to focus everyone's attention on the ties that bind these components together, Teamwork.

When our patients come to Emory they will come into contact with many people who wear the Emory name tag. Although you may not think much about it, we are Emory, and how a patient feels about Emory is a direct reflection on how they feel about us. Andrew Carnegie said, "Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."

Our Press Ganey goal for this fiscal year is to be nationally ranked in the 45th percentile. Is it possible? I think so. But don't focus on the numbers. If we place our focus on our patients, and treat them as we would like to be treated, the numbers will take care of themselves.

Through teamwork we can accomplish our goals and become the kind of patient centered organization that we aspire to be. It will take a great deal of effort, but it gets easier when we work together as one.

- Linda Gunsby,
Manager, Imaging Services

HR Tip

Benefits – Tier Zero Prescription Drugs

NEW in 2010 — Smoking Cessation drugs have been added to Tier Zero to support your efforts to lead a healthier lifestyle and assist you with the challenge to stop smoking.

Tier Zero helps those with congestive heart failure, diabetes, high blood pressure, high cholesterol and those who want to quit smoking afford the generic prescription drugs used to improve and maintain good health. The co-pay for Tier Zero prescription drugs are waived to help make these drugs more affordable. Emory pays 100% and plan participants will pay \$0 for a 30- or 90-day generic prescription supply. The Tier Zero structure is included for Aetna POS plus, Aetna POS Value and the Aetna HealthFund HRA. Please consult the plan detail of the Aetna HDHP plan to determine Tier Zero benefit.

Check to see if you or your covered dependents can utilize Tier Zero! View the Tier Zero listing by going to the Benefits Website, <http://www.hr.emory.edu> click on Your Benefits and then Prescription Drug Benefits under Health & Dental.

- Cynthia J. Wood, SPHR
Human Resources Manager

Updates from Imaging Applications Support (IAS)

Datwarehouse and Radiology

Last fall, the datwarehouse project to map key data elements from RadNet to the warehouse was completed. Today, the data is freely available to Radiology leadership through the Emory Datwarehouse. The datwarehouse has contained financial information, clinical data from Millennium and other ancillary systems for many years.

In April, the datwarehouse staff presented an overview of the datwarehouse creation, strategy and content to key Radiology leadership. Then a hands-on training session taught the users how to create their own reports, as well as access pre-built reports. Researchers can also request data from the datwarehouse; however, the requests need to be supported with an IRB. If you have questions or comments on the Emory Datwarehouse, please send me an e-mail, Karen.Boles@emoryhealthcare.org.

- Karen Boles,
Manager, Clinical Applications

NEW FACES & APPOINTMENTS



Kristen Baugnon, MD

Assistant Professor - Neuroradiology

After completing her Radiology Residency and a Neuroradiology Fellowship at Emory University, Dr. Baugnon stayed at Emory as clinical instructor in Radiology, with a focus in Head and Neck Imaging. Dr. Baugnon is continuing as a faculty member with a promotion to Assistant Professor. She is currently a manuscript reviewer for RadioGraphics and has contributed numerous

collaborative articles and abstracts to various publications. One of her more recent publications includes the research article, "Imaging of Skull Base Cerebrospinal Fluid Leaks in Adults" accepted by Radiology. In 2008, Dr. Baugnon was honored with the first place educational exhibit award at The American Society of Head and Neck Radiology annual meeting for her paper entitled, "Failed endoscopic sinus surgery: spectrum of CT findings in the frontal recess".

Dr. Baugnon received her MD from the University of Texas Medical Branch at Galveston (UTMB).



Rebecca Seidel, MD

Assistant Professor - Breast Imaging

Dr. Seidel completed her Radiology Residency and Fellowship in Breast Imaging at Emory University before joining the faculty in Breast Imaging as an Assistant Professor. As an active member in the radiology community, Dr. Seidel is a reviewer for the Journal of American College of Radiology and a member of the Emory Radiology PQI Committee. Her research experience includes various studies

conducted at the University of Pennsylvania School of Medicine and Jefferson Medical College. Currently, she is collaborating with Emory faculty and has publications in several radiology journals and presentations at radiology conferences including her work with Dr. Deborah Baumgarten on "Pay-for-Performance: Survey of Diagnostic Radiology Faculty and Trainees".

Dr. Seidel received her MD from Jefferson Medical College in Pennsylvania before completing an internship at Albert Einstein Medical Center.



Roger Williams, DO

Assistant Professor - Interventional Radiology

Prior to starting his medical education, Dr. Williams was enlisted in the United States Marine Corps. His professional experience includes being an Assistant Engineer Southeast Sales Manager, where Dr. Williams performed technical advisor responsibilities for injection-molded prototypes and first-run projects, predominately for fortune 100 companies.

Dr. Williams received his DO from Ohio University College of Osteopathic Medicine. During medical school, Dr. Williams conducted research sponsored by the Cystic Fibrosis Foundation. His research centered around characterization of airway changes of young children with CF, quantifying lung densities for modeling virtual pulmonary function tests and creating volumetric data for virtual bronchoscopy. Following graduation he completed a medicine internship at Frankford Hospital in Philadelphia, where he was awarded Intern of the Year. Dr. Williams then continued his education with a Radiology Residency at Christiana Hospital in Delaware and an IR Fellowship at Emory.

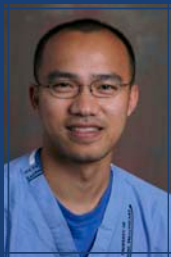


Matthew Zygmunt, MD

Assistant Professor - Emergency Radiology

Dr. Zygmunt completed a Neuroradiology Fellowship at Emory before joining the faculty as Assistant Professor in the newly formed Emergency Radiology Division. His current research experience includes collaborations with Dr. Frank Tong, analyzing the long term clinical outcome data for HydroCoil embolization systems used in treating intracranial aneurysms. Dr. Zygmunt is interested in academic teaching as he was the Chief Neuroradiology Fellow, a Medical Student Mentor for the elective program in Radiology/Anatomy correlation, and assisted in coordinating the Emory University Visiting Professor and Grand Rounds Lectureship and Senior Board Review.

Dr. Zygmunt received his MD from Baylor College of Medicine in Houston, Texas and continued his education at the same location with a Transitional Year Residency. After completing his transitional year he attended Emory for his Diagnostic Radiology Residency.



Clyde Le, RT (R)

Radiology Technologist II - WCI

Clyde joins the Radiology Department as a Radiology Technologist focused on MRI. Prior to this position, he was received his Bachelor of Medical Science Degree from Emory's Medical Imaging Program. Clyde also received his BS from the University of Georgia. He frequently rides his bicycle to work, remaining environmentally friendly.



Hilary Karp PA-C, MPH

IR Physician Assistant - EUH

Hilary's education includes receiving her BS from Touro College, her MPH from Yale University and her BA from the University of California, San Diego. She has 15 years experience in surgery ranging from neurosurgery, general surgery, plastic surgery and liver transplantation. Hilary served in the Israeli Army as a medic in the tank corps from 1984-1986.



Billy "BJ" Williams, RT (R)(MR)

Radiology Technologist- WCI

BJ received his Associate of Applied Science Degree from Lanier Technical College. He continued his education in Emory's Medical Imaging Program where he received his Bachelors Degree. BJ's previous experience includes over three years as an x-ray technologist and one year in MRI. His hobbies include playing golf and he enjoys water sports activities.



Stéphanie Clément-Guinaudeau, MD

Post-Doctoral Fellow - EUH

Stéphanie received her MD from the University of Paris School of Medicine, where she continued her education with a Residency and Fellowship in Radiology and Cardiology. She received her Masters in Biomedical Engineering from the University of Paris. Stéphanie was then appointed Assistant Professor of Medicine at Henri Mondor Hospital in France.

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