Since its conception in 2007, the Atlanta Clinical & Translational Science Institute (ACTSI) has helped ease the process of bringing biomedical research to reality in healthcare. As a partnership among Emory University, Morehouse School of Medicine, the Georgia Institute of Technology, and Children's Healthcare of Atlanta, the ACTSI has been successful in funding promising faculty members and research, including in our Radiology Department.

Much like the imaging sciences, the ACTSI is highly cross-disciplinary in nature. Radiology and the ACTSI have something else in common - Dr. Carolyn Meltzer has a leadership role in the ACTSI as the program director for the Translational Technologies & Resources (TTR) program. In 2009, TTR received a two-year ($1M) supplemental grant through the American Recovery and Reinvestment Act (ARRA) to focus on innovations in animal-to-human translational imaging. Radiology department members have benefited from ACTSI support in several ways, for example:

**Events:** The ACTSI was a co-sponsor for the Center for Systems Imaging (CSI) Rollout Event (April 2008), and the First International Symposium on MR/PET Technology (April 2010). The latter event brought together local researchers with MR/PET experts from around the world.

**Career Development:** Dr. Srini Tridandapani is a current scholar in the KL2-Mentored Clinical and Translational Research Scholars program, a component of the ACTSI's Research Education, Training, & Career Development (RETCD) program.

**Funding for Pilot Studies:** To date, five Radiology faculty members are investigators or co-investigators on three ACTSI pilot studies (Drs. Baowei Fei, Hui Mao, Diego Martin, John Oshinski, and John Votaw). The awards range from $30-50K each.

**Imaging Technologies:** In partnership with the Georgia Research Alliance (GRA), the ACTSI supported the purchase of two shared imaging technologies which are housed in the CSI: CRi Maestro™ system for multispectral in vivo imaging in small animals, and LCModel software for automatic quantification of in vivo proton MR spectra.

**What is the ACTSI?**
The ACTSI is one of 55 medical research institutions working as a national consortium to improve the way biomedical research is conducted across the country. The consortium, funded through the Clinical and Translational Science Awards (CTSA) mechanism, is an initiative led by the National Center for Research Resources (NCRR) at the National Institutes of Health (NIH). The ACTSI focuses on accelerating the translation of laboratory discoveries into healthcare innovations by acting as a support network for biomedical researchers from across the partnering institutions.

**What can the ACTSI do for you?**
Through a collection of programs in several key functional areas, the ACTSI provides infrastructural support and resources needed to translate laboratory discoveries into treatments, engage communities in clinical research efforts, and train the next generation of clinical investigators. Some of the available ACTSI resources include: funding for start-up research projects, access to clinical research facilities, funding for shared research equipment, biostatistics and informatics support, career development opportunities, and regulatory knowledge support.

**More information about the ACTSI**
To learn more about the programs and available resources, [click here](http://www.actsi.org/) to access the ACTSI view book or visit the ACTSI website at [http://www.actsi.org/](http://www.actsi.org/). If you would like to receive the ACTSI Weekly eRoundup – a summary of news, funding opportunities, research resources, and events in the biomedical research community – send a subscription request via email to: actsi@emory.edu.

- Debra Smith, ACTSI Project Coordinator
Dear Colleagues,

At last week’s meeting of the Society for Chairs of Academic Radiology Departments (SCARD), the main topic of discussion was how the academic radiology community can best adapt and lead in a time of rapid change.

On the health care front, it is clear that we must continue to focus on delivering the highest quality of service, developing increasingly sophisticated and sensitive measures of quality for patient care. Ultimately, tying appropriate utilization of evidence-based clinical imaging protocols to enhanced patient outcomes will be our contribution to Accountable Care Organizations of the future. (In fact, Emory Radiology, Emory Healthcare, Emory Healthcare IS, the American College of Radiology (ACR) and Cerner recently partnered on a Medicare grant proposal to incorporate ACR appropriateness criteria into EeMR CPOE.) It is vital that we strengthen our relationships with the patients we serve so that they recognize our pivotal role in their care. Our relationships with colleagues both within and across disciplines need to remain strong, as health care teams will be stressed more than ever. It is incumbent on us to show the value of the radiologist as a central member of this health care team, rather than a service provider.

In research, academic radiology has gained considerable NIH market share over the past decade due to wonderful technologies and talent within our ranks. In our own department, our research portfolio has enjoyed substantial growth over the past several years. The large bolus infusion of over $8 billion in ARRA (American Recovery and Reinvestment Act) funds into the extramural NIH pool will soon be spent as NIH returns to its baseline budget in 2011 (+ a mere 3.5% increase). How will we maintain our sustained competitive advantage in translational technology and methodology development and applications in this environment? The infrastructure of the ACTSI described on the cover of Rad Report is certainly a leveraging advantage. Also, there are opportunities in the strategic emphasis areas of the new Francis Collins’ NIH agenda, including comparative effectiveness of technologies and research on health care delivery models.

There are also many impending changes in how we educate new physicians and maintain life-long learning for our specialty. The ABR examination is changing in a way that will permit more flexibility for subspecialty training and research exposure during residency. The concept of an individual demonstrating procedural competency both for training purposes and hospital credentialing is progressing, and tools for assessing competency are under development. While there is an ever-increasing body of work to learn and be tested on, duty hours restrictions are shrinking the time trainees can spend in the hospital.

While there are many challenges during this time of change, I returned from the SCARD meeting energized by the fact that: 1) we at Emory are addressing these challenges on all fronts in proactive and engaged ways, and 2) the academic radiology community as a whole is a supportive resource for important discourse and collective action, including detailed scenario planning.

We live in interesting times, and we must shape them.

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

IN OUR THOUGHTS

James L. Clements Jr., MD, Remembered

Dr. James (Luke) Clements, a retired member of the Emory Radiology faculty, passed away on September 27, 2010. He was born on July 21, 1924 in Eatonton, Georgia and spent his formative years there. He attended Emory University as an undergraduate from 1941 to 1943. He was accepted to Emory University School of Medicine where he received his MD degree in 1947. Dr. Clements did his internship at Roper Hospital in Charleston, South Carolina from 1947-1948 and began a residency in Radiology at Emory University Hospital and Grady Memorial Hospital in 1948-1953; his residency was interrupted by military service during the years of 1950-1952. Following his residency, he entered private practice at Crawford Long Hospital. After several years of practice, he was appointed Directorship of Radiology at two hospitals in Newnan, Georgia. Dr. Clements was on the Emory faculty as a Clinical Associate following his residency; he officially joined the Emory Radiology faculty in 1968 as an Assistant Professor of Radiology.

Dr. Clements married Margaret Cannon in 1949 and had three children, Arthur L. Clements, Ashley H. Clements and Julia Clements. After retiring, Dr. Clements returned to his home town of Eatonton, Georgia, where he lived with his daughter.

Dr. Clements was an outstanding teacher, researcher and role model for many radiology and non-radiology residents. He is the author of 45 papers and 23 book chapters in the field of gastrointestinal radiology and was a sought after speaker at national meetings. He was honored with many awards during his career, including Teacher of the Year in 1977 and 1979. He was further honored by the establishment of a teaching award in his name and that of Brit B. Gay, MD still given yearly to a radiology faculty member elected as the “Teacher of the Year”. The Clements Lecture in the Department of Radiology was initiated in 1993 and has brought many prominent radiologists in the field of Gastrointestinal Radiology to Emory. Those of us who were privileged to have worked with and known Dr. Clements will miss him.

- William Torres, MD
Vice Chair, Clinical Affairs
AWARDS & RECOGNITION

David Schuster, MD
Assistant Professor of Radiology
Emory University Arts Volunteer Award
The Creativity & Arts Awards spotlight the core values of the Emory Center for Creativity & Arts, including discovery, societal impact, courageous inquiry, innovation, collaboration, human spirit, and the exploration of new frontiers. Awards are given to community members as well as Emory alumni, faculty, staff and students who have made significant artistic and administrative contributions to the arts in metro-Atlanta. Dr. Schuster enjoys collecting art and is active in the Atlanta arts scene.

Lillian Ivansco, MD, MPH
 Resident - 2nd Year
American Roentgen Ray Society (ARRS) Introduction to Academic Radiology
A 15–18-hour introductory course in research presented at the annual meeting of the ARRS. The objectives of the Introduction to Research Program are to introduce residents to research in the second year of their residencies, demonstrate the importance of research in diagnostic radiology, illustrate the excitement of research careers, and introduce residents to successful clinical radiology researchers. Dr. Ivansco will be provided a $1000 grant that will be used in ways to help advance her academic career.

Jiyoung Mun, PhD
Division of Radiopharmaceutical Discovery
Promotion to Instructor
Dr. Mun has been promoted from Senior Research Associate to Radiology Instructor for her dedication and development of her investigative work in novel PET radiotracer design and validation. Dr. Mun has been with our Department for several years as she was a Postdoctoral Fellow under the supervision of Dr. Mark Goodman prior to becoming a Senior Research Associate.

Brenda Hall, RT, RDMS, RVT
Ultrasound Tech III - WCI
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. Most recently, Brenda passed the ARDMS Breast specialty examination and is now registered in Breast Sonography (BR). She also holds credentials for Abdomen (AB), Obstetrics and Gynecology (OBGYN), and Vascular Technology (VT).

GRANT AWARDS

Theranostic Nanoparticles for Targeted Treatment of Pancreatic Cancer
Principal Investigators:
Hui Mao, PhD (Radiology) & Lily Yang, MD (Surgery)
Funding Organization: National Cancer Institute (NCI) - U01 Grant from Cancer Nanotechnology Platform Partnerships
Significance: This U01 project aims at developing a multi-functional theranostic nanoparticle platform that combines demonstrated imaging capability and receptor specificity of the nanoparticles with novel designs for drug delivery to overcome physical and intrinsic barriers that confer drug resistance in pancreatic cancer. Our extensive research supported by NCI CCNE program led to the development of biodegradable and receptor targeted magnetic iron oxide nanoparticles (IONP) as a molecular imaging probe for MRI of pancreatic cancer.

CHECK IT OUT


STRIVING FOR EXCELLENCE

Buying in to Customer Service

Many times throughout the day we are faced with pleasing our customers in some form or fashion. Whether it’s giving a patient direction when they are looking lost or providing an update to family members about their loved one’s procedure, taking an interest in our customers is what we are about in Emory Radiology.

Within Emory Radiology, we want our staff to help provide great service that can keep customers coming back. This helps us build loyalty while encouraging them to spread the word about Emory. The most successful healthcare organizations act upon the needs of all customers to improve the delivery of care and achieve organizational objectives.

Greeting customers while making eye contact, smiling, addressing them by their last name, and introducing yourself by name and department is a key to get things off to a good start. Patients want a comfort that you are there to meet their needs. We need to also actively listen, focusing on the person and checking for understanding by repeating and asking questions. Patients choose Emory for their care and we must recognize, respect, and respond to them understanding that they could have gone elsewhere. We know how we like to be treated and what pushes our own buttons, so let’s take this into account when we are serving our customers.

Information about Waits and Delays is a key for me. Just sitting in a waiting area watching the clock circle around without any type of update really burns me, so I know and understand how our patients can get upset. I remember one time that I actually sat it a waiting room so long that I began to hear every tick of the clock and it seemed to get louder the longer I waited. Needless to say, that’s no longer my doctor’s office. So let’s try and do everything possible to make their visit a good one.

Two questions that are good to end a patient visit with are, did we meet your needs and is there anything else I can do for you? They will remember these key points when filling out the Customer Service survey to rate us on the service received.

Emory’s goal to be in the 90th percentile by 2012 is attainable, but only if we buy in. The Press Ganey scores are posted for review by staff, key points to work on are stressed each month, and patient comments on what we need to work on to help us improve are also available. This is all good, but if we don’t commit to act upon it we won’t reach our goal. The tools are available for us to improve, but a key factor for us is staff buying in. We must want to stand out as a successful department. Yes, it’s a job but as I see it, job satisfaction is something we all should be engaged in. Healthcare is what you do and caring for others is part of that.

This is your chosen field and we should realize the effect we have on people. We have been entrusted with the well being of life in many cases and this is a serious business.

Wouldn’t it be nice for Radiology to be the model for Customer Service for all of Emory Healthcare to follow? Are you doing your part in providing excellent customer service?

- Randy Bethea, Assistant Director for Breast Imaging Centers

Exciting Times

As healthcare reform slowly comes into relief, we can start seeing the major masses of its topography. Accountable Healthcare Organizations is a frequently used term in the lexicon of the new age. It refers to an organizational structure of facilities and providers focused on quality and patient outcomes. Meaningful Use of information technology is certainly one of the main pillars of the CMS highlighting the direction towards structured exchange of information among providers in an effort to reduce risk of adverse outcomes resulting from poor or lack of communication. Healthcare Innovation Zones is yet another way that key stakeholders of the healthcare industry are incented to come up with novel ideas to improve access to care, quality of outcomes, and reduction of cost.

Our university’s strife to advance the human condition, our health center’s mission to transform health and healing, and our healthcare system’s commitment to advancing the possibilities are an inspiration to everyone among us to get actively engaged in this new age of healthcare. The talent of our department’s faculty and staff is our best asset to move us forward. While the pundits opine on the merits and potential fallouts of these tectonic changes, we are rolling up our sleeves and getting to work on strategies and tactics that will allow us to adapt and thrive in the era. We plan to further raise the engagement level on quality, hone the focus on patient experience and outcomes, modernize our technology and infrastructure, and sharpen our edge in leading the national effort in care transformation.

Specifically, we will look to improve on critical results reporting, dose tracking, direct communication with patients on their results, integrate checks against appropriate criteria for ordering imaging studies, improve service excellence skills, expand scope of Emergency Radiology, venture into new service lines and geographies, and be active participants in national dialogue on healthcare transformation.

It is clear that our industry is at the center of transformational change. Over the last year, our organization rolled out several programs that position us well to thrive. Care Transformation and the Magnet Journey are two great examples of such programs. What a great time to be in healthcare and what a great privilege to be on this team serving our patients, teaching the next generation, and advancing science.

- Habib Tannir, MS Administrative Director, Imaging Services
IN THE KNOW

Imaging Workflow Application Team (IWA) and Imaging Application Support Team (IAS): GE PACS Tips & Tricks (Trick “Or” Treat)

TECHNOLOGIST
• Any repairs made in GE PACS must also be made in Siemens PACS until further notice
• Checking unspecified list throughout the day will prevent massive cleanups at the end of shifts
• Remember never to verify unspecified exams
• Utilize expert users across all modalities, including master trainers
• Check “ALL EXAMS” list if you do not see your study. Instead of resending, consult expert user
• Verify your current patient before proceeding to the next patient

RADIOLOGIST
• Do not dictate an exam without STUDY VALIDATION being completed
• Never dictate UNSPECIFIED exams
• Ensure images submitted correspond with RadNet order. If not do not proceed with dictation

As always if you have any questions please call 8-HELP and an IWA or IAS Team member will be contacting you as soon as possible.

Thanks, The IWA and IAS Teams

Quality Corner
Commitment to Quality

There are several things I would like to highlight today for the department revolving around a commitment to quality. On Thursday, October 21 Emory Healthcare will be hosting the Annual Emory Healthcare Quality Conference. Part of this conference includes a display of posters from departments throughout Emory Healthcare showcasing what the departments have been working on to improve the quality of the care we offer. The Radiology Department will be displaying several posters from various sections of the department showing actions that were taken and the results. These projects are just a small slice of the Radiology quality pie that we are all involved in as we strive to improve the care of our patients. Every result may not have accomplished what we wanted but every project provided us with valuable learning opportunities. Congratulations to those who will be showing posters at this conference.

Policy documentation is a subject that I know excites many of you. It is important for our quality and safety efforts that we have policies that are current, useful, and accessible. We have two news ‘bytes’ about our policies. First, you can now access EHC Radiology Policies electronically from a newly revised source, the Radiology Intranet access page. On the EHC Home page select Departments and Groups from the top banner. Select Radiology from the drop down list. Here you can select Imaging Services Policies database or the Procedures database as well as access the Radiology Intranet site. Second, a standardization and review process for all of our policies is underway, spearheaded by Dr. Kimberly Applegate and Dale Walker. Many of you will be asked to participate in some form or fashion in this review. MRI has already performed a thorough review of MRI specific policies and we will continue this across the department. We look forward to working with you to make our department a high quality, safe, and a patient and family centered radiology department.

- Dale Walker, RT(R)
  Director of Strategic Initiatives,
  Emory Healthcare

All radiology professionals who have been touched by Emory during their career are invited to become a “friend” of Emory Radiology - Alumni on Facebook.

As an Emory Radiology Alumnus, 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 with other Alumni. Feel free to post information and updates on our wall and interact with our “fun facts” status updates.

For more information on setting up a facebook account, contact Communications Coordinator, Alaina Shapiro at abshapi@emory.edu.
GET INVOLVED

October is Breast Health Awareness Month

It’s about women.
It’s about time.

In honor of National Breast Cancer Awareness Month, EMORY HEALTHCARE is sponsoring the following events:

Extended and Saturday Hours:
EMYR healthcare and the Emory Breast Center are offering extended and weekend hours for women needing a screening mammogram. Call 404.778.PINK to schedule an appointment; standard rates apply.

- Saturday hours - Midtown Campus Screening Mammograms
  8 am to 3 pm on October 9th & 23rd
- Extended hours - Clifton Campus Screening Mammograms
  Noon to 7 pm on October 19th & 20th

Friday, October 15: National Mammography Screening Day
In honor of this day, EMORY HEALTHCARE is having special announcements, giveaways, information about our Breast Center and special programs, etc... come by one of our three Breast Imaging Centers: 1525, Midtown and Winship Cancer Institute.

Tuesday, October 19 - 4:30 to 6:00 pm:
Annual Free Breast Health Screening Event
Call 404.778.7777 to register for this event at the Winship Cancer Institute. Light refreshments will be provided along with door prizes.

To register or for more information, call 404-778-7777 or visit http://www.emoryhealthcare.org/breast-health/

Save the Date
ANNUAL EMORY RADIOLOGY ALUMNI RECEPTION

Monday, November 29, 2010
6:30 p.m. to 8:30 p.m.
Camelot Ballroom
InterContinental Chicago Hotel
Camelot Ballroom
505 North Michigan Avenue
Chicago, IL 60611
27th Annual Heinz S. Weens Memorial Lecture and Resident Alumni Reunion

Friday, October 15, 2010 at 7:00 p.m.
Emory University School of Medicine Building

“Sight and Sound”
With special guest,
Robert Spano,
Atlanta Symphony Orchestra Music Director
Emory University Distinguished Artist in Residence (2010-2012)

Buffet reception to follow
RSVP by Friday, October 8, 2010 to
Laura Padgett (404) 712-5422 or LLPadge@emory.edu

State of the Department Address
Wednesday, October 20, 2010
7:30 - 8:15 a.m.
Emory University Hospital Auditorium - 2nd Floor

Presented by
Carolyn C. Meltzer, MD, FACR
Chair of the Department of Radiology

Department-wide assembly for all members of Radiology. This is an opportunity for everyone in the Department of Radiology to survey the present and give focus to the future. Mark your calendars!

Radiology Calendar

**Week of October 11, 2010**
Wed., October 13 –
Grand Rounds - Mark A Helvie, MD
Digital Breast Tomosynthesis

Thurs., October 14 –
Research In Progress Series (RIPS) - John Oshinski, PhD
Introduction to MR Lab and Research

**Week of October 18, 2010**
Wed., October 20 –
Grand Rounds - Department-wide
Carolyn Meltzer, MD, FACR
State of the Department Address

Thurs., October 21 –
RIPS - Aaron Smith, PhD
In Vivo Evaluation of Oxytocin Receptor Imaging Agents

**Week of October 25, 2010**
Mon., October 25 –
Cancer Imaging Series (CIS) - James M. Provenzale, MD with collaborators Aaron M. Mohs, PhD & Michael Mancini
Laser-guided widefield imaging and spectroscopy for guidance during surgical resection of tumors

Wed., October 27 –
Grand Rounds - Thomas M. Grist, MD
Time-resolved Digital Angiography: Past, Present, and Future

Thurs., October 28 –
NO RIPS - Research in Radiology Course

**Week of November 1, 2010**
Wed., November 3 –
Grand Rounds - Paul Chang, MD
Re-Engineering Radiology for an Electronic and Flattened World: Radiology as Value Innovator

Thurs., November 4 –
RIPS - John Votaw, PhD
Introduction to Physics and Computing Lab and Research

For times & locations visit the website:
www.radiology.emory.edu
Eric M. Jakubowski, MD  
Assistant Professor - Nuclear Medicine at VA  
After receiving his Bachelor of Science from the University of Illinois at Chicago, Dr. Jakubowski received his MD from the University of Illinois College of Medicine. He then went on to continue his education with a Transitional Internship from the University of Tennessee-Methodist in Memphis. Dr. Jakubowski stayed at the University of Tennessee-Methodist to complete his Radiology Residency. He finished his Nuclear Medicine Fellowship from the University of Michigan before joining the faculty at the Atlanta VA Medical Center.

Dr. Jakubowski is a member of several professional organizations including Radiology Society of North America, American College of Radiology, American Roentgen Ray Society and the Society of Nuclear Medicine.

Kevin Makowski  
Photographer/Graphic Designer – EUH  
Kevin has over 25 years experience in medical media production encompassing photography, graphics, video and multi-media production. Prior to joining the Radiology’s Media Services he held positions at Children’s Hospital of Orange County, Children’s Hospital Los Angeles and the City of Hope Medical Center.

Bryan Kriegshauser, RT (R)(CT)  
Radiologic Technologist – EUOSH  
Bryan received his BS in Medical Diagnostic Imaging from Fort Hays State University in Kansas. He also has his Associates Degree in Radiological Sciences. Bryan’s previous experience includes working as a trauma CT Technologist at the University of Nebraska Medical Center. He is a member of the ARRT.

Lonette Spence, RVT  
Vascular Ultrasound Technologist – EUH  
Lonette joins the Radiology Department with over six years of experience as a Vascular Technologist at various locations in New Jersey and Georgia. She received her Bachelor of Arts in Psychology and a Masters of Administrative Science in addition to completing her Vascular Technology Certificate.

New Faces & Appointments

HR Tip

2011 School of Medicine Benefits Open Enrollment Meetings

The 2011 benefits annual enrollment has arrived. To kick off the season, a schedule for School of Medicine Departmental Meetings can be found below. A University Benefit Specialist will provide information and highlight changes for next year’s benefit plans. Additionally, General Sessions and webcasts will be held at multiple locations throughout campus beginning October 11, 2010. You are invited to attend one of the meetings below or any General Session. Following each session, a Benefits Representative will be available to answer any questions you may have.

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<tr>
<th>Day</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Tuesday October 5th</td>
<td>3:00–4:00 pm</td>
<td>Emory University Hospital Auditorium</td>
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<tr>
<td>Wednesday October 6th</td>
<td>1:30–2:30 pm</td>
<td>Whitehead Auditorium</td>
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<tr>
<td>Thursday October 7th</td>
<td>10:30–11:30 am</td>
<td>School of Medicine: Room 120</td>
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<td>School of Medicine - Room 110</td>
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The presentation should last about an hour and then the presenter will be available for questions for about 30 minutes after the presentation.

These meetings will be held in addition to the General Sessions being held across campus beginning Monday October 11th (webcast) and through Monday October 25th. Questions? Please call the Benefits Department at (404)727-7613

Patient Satisfaction - Emory University Hospital

On September 21, Dr. Carolyn Meltzer, Chair of Radiology, and Dr. Kimberly Applegate, Vice Chair for Quality and Safety, were pleased to announce that Emory University Hospital has achieved an overall score of 98th percentile on the most recent Press Ganey patient satisfaction surveys! This is a best ever for E Uh and reflects the many great contributions by each and every member of our health system, including Radiology. It can be as simple as providing directions to a patient and family member in the hallway, to a friendly greeting when a patient arrives in our department, or even the outstanding imaging and excellent service we strive to provide to each of our patients that is making the difference.

We believe that when we work together as a team, we feel more engaged and communicate effectively, ‘watch each other’s back’ for potential safety issues, work more efficiently, and have better patient outcomes. Patients and their families must be noticing!

Thanks to the contributions of the Radiology Team toward this EUH success.

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