Community Radiology Specialists

In November 2010, the Department of Radiology and Imaging Sciences restructured its Community Division. The Division’s name was changed to Community Radiology Specialists and Dr. Leonel A. Vasquez, then director of Breast Imaging at EUHM, was appointed as the Director of the revitalized division. The goal for Community Radiology Specialists was to establish a division comprised of sub-specialty fellowship-trained radiologists who service the peripheral areas of Atlanta and support the other divisions of our department. These radiologists widen their scope to include general radiology while still maintaining their skill level in their respective sub-specialties. In August of 2011 the official Community Radiology Specialists team was assembled by Dr. Meltzer. The team included Drs. Eric Friedberg, Paul Harkey, John Holbrook, Maria Piraner and Leonel Vasquez. The division initially focused on building positive relationships with their patients and referring physicians while maintaining a high level of customer service.

The division primarily services Emory Johns Creek Hospital (EJCH) which is a five-year-old community hospital in Northeastern Fulton County. Since EJCH is a community hospital and most of the patients are local, the radiologists take extra steps to connect and educate the patients and families on a personal level. The Department of Radiology and Imaging Sciences is able to bring academic radiology and expertise to a community hospital providing quality, sub-specialty coverage and new service lines. Referring physicians are able to send their patients to Emory Johns Creek for sub-specialty radiology and receive the same treatment and expertise as if they were on Emory main campuses. Dr. Vasquez realizes, “with the economy and health care change, there was trepidation by our referring colleagues as to what kind of model we would bring to EJCH. To their surprise and fulfillment, we have been an integral part of the hospital’s clinical services and improving the quality of the hospital.” The division is working extremely hard to build relationships with the hospitalists, Emergency Medicine physicians and other referring physicians to provide one-on-one services. The radiologists are also reading several cases per a day performed at outside institutions. In order to provide better service and strengthen relationships, the division has dedicated one physician each day to help clinicians review outside studies.

To be a successful division you have to have a successful team. Dr. Vasquez recognized, “Dr. Meltzer put together a dream team of radiologist for our division and I am fortunate to be their director. These radiologists are the reason why we have integrated so

-Story continued on page 5
Dear Colleagues,

The past week has been a very painful one for our extended Emory Radiology family as we try to make sense of the sudden and tragic loss of one of our dear faculty colleagues, Tracy Faber, PhD. Tracy was at the height of her career and highly engaged in many interdisciplinary activities: research in the Nuclear Cardiology R&D Lab, collaborations with colleagues in Math & Computer Science, Biomedical Engineering (BME), and Howard University; furthering the Emory Computational and Life Sciences Initiative; ably chairing the Distinguished Speaker Series Committee; and co-leading the reorganization of our 3D image processing laboratory. At the time of her passing, Tracy was also active as a fellow in the Radiology Leadership Academy.

Tracy has been a part of Emory since 1992; and the department, institution, and her colleagues have been greatly enriched by her presence. She earned a BS degree in BME from Case Western Reserve, and Masters and Ph.D. degrees in BME from the University of Texas Health Science Center at Dallas and University of Texas at Arlington. After serving for several years on the University of Texas Southwestern faculty, and in the private sector as an Applications Engineer, Dr. Faber was recruited to Emory as Assistant Professor of Radiology and joined the laboratory of Ernie Garcia. She quickly established herself as an independent investigator with broad collaborations.

Dr. Faber’s research focused on the design and implementation of computer methods for quantifying medical image data, including segmentation, registration, visualization, and statistical analysis with applications to nuclear cardiac imaging. She collaborated with colleagues both locally and nationally. Her high-impact publications appeared in the most prominent of scientific journals, such as Proceedings of the National Academy of Science, Nature, and IEEE Transactions on Medical Imaging. Recently she was awarded a large R01, which is a substantial accomplishment in these difficult economic times for investigators.

The outstanding caliber of Tracy’s research and its international impact both on the scientific community and on the clinical care of patients was reflected in the letters written by world renowned colleagues in support of Tracy’s promotion to full professor three years ago. One expert noted: “The software that Dr. Faber has developed is used extensively in many hospitals for calculating ejection fraction and measuring other aspects of cardiac function such as wall motion.” Another also remarked that “almost every SPECT camera manufacturer provides this software package with the delivery of their SPECT camera, and she has been an important contributor to this package.” Yet another expert referred to Dr. Faber as “one of only a handful of nationally known, outstanding PhD scientists within the field of cardiac imaging.” In cheerleading Tracy through the professorial promotion process, I was caught off-guard by how sincerely humble she was about her many contributions.

Tracy was also a committed teacher and mentor to many, and communicated her knowledge to others through formal and informal means. She lectured on numerous computational processing, image processing, and image registration techniques since 1993 and taught in the Medical Imaging Processing Course at Georgia Tech. She was widely recognized for her ability to communicate clearly even the most highly complex material. (This was certainly my experience in the presentations I was privileged to see.) Tracy also directly supervised undergraduate and graduate students, postdoctoral fellows and junior faculty in her characteristic patient and encouraging manner.

Due to Dr. Faber’s unassuming nature, many readers may not be well acquainted with the impact of her many scientific contributions. Her legacy is a body of work that will be a source of pride for the Department for many years to come.

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

NEW GRANTS

Image Quality Improvement and Breast Compression Reduction in Breast Tomosynthesis

Principal Investigator: Ioannis Sechopoulos, Ph.D.
Co-Investigator: Carl J. D’Orsi, M.D., Baowei Fei, Ph.D., Mary Newell, M.D.

Funding Organization: National Institutes of Health R01

Significance: The objective of this research project is to develop and test new image acquisition and processing techniques that will allow for the acquisition of breast tomosynthesis images with a substantial reduction in the amount of breast compression used with no loss in image quality or increase in radiation dose. For this, we will (1) develop a method to reduce the impact of x-ray scatter on image quality; (2) develop new image acquisition techniques for reduced compression tomosynthesis that result in the same radiation dose and image noise levels as standard tomosynthesis; (3) compare the image quality between standard tomosynthesis and reduced compression tomosynthesis performed with the techniques developed in this project.

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Emory Healthcare
MESSAGE FROM THE VICE CHAIR FOR RESEARCH

Remembering Tracy Faber, PhD: 1960-2012

Tracy and I were co-authors on manuscripts and co-investigators on grants, but this doesn’t begin to reveal our relationship. I had lunch with her two to three times per week, every work week, for the past 18 years. She was a Renaissance woman who shared my passion for understanding nature and the human condition. We delighted in discussing science, politics, religion, philosophy, the mathematics of the fair tax … We read and talked about great discoveries, great people and the world around us. I thoroughly enjoyed our time together.

Some of my fondest memories at Emory are of sitting next to her in front of a computer screen trying to duplicate claims in the latest manuscripts. We would code-up the formulas and insert our data. I say this as if it were a simple matter but many times it is difficult to determine what the authors did and what details they left out. Working through these details was fun and there was a great feeling of shared satisfaction when we felt we understood the topic better than the authors.

Tracy and I were both avid readers (but she more so than me). We traded non-fiction books and biographies and enjoyed discussing them. Recently we read the Martin Gladwell books and discussed the concept of ‘red-shirting’ kids (Google it). By the way, for those of you who read ‘Outliers’, we looked up the birthdates of all the players on all the hockey teams in the Olympics (including Canada) and did not see preferred birth months … [I’m just saying …]. Tracy regularly reminded me that she was swayed by data not the argument.

Tracy was one of the intangibles that made me love working at Emory. Her intellect was staggering and her interests broad. With her curious spirit and our mutual scientific preference, she was willing to entertain any discussion. I tested out all my ideas on her first. I knew that if I could explain a new concept to her and she accepted it then it was worth pursuing.

Tracy was a colleague and friend. In the best sense, she was an academic. She enjoyed learning as much as teaching. I miss Tracy but am grateful to have known her.

- John Vocaw, PhD
Vice Chair for Research

What to look for in the next six months

The next six months will invariably bring about major events, and equally impactful non-events, that will impact how we shape our strategy. With historic levels of puzzling uncertainty around the unfolding of these events and the myriad of possible eventual outcomes; strategic planning takes on much shorter horizons measured in months and scenario planning becomes the way you plan in multi-year intervals. For example, the much anticipated Supreme Court ruling on the individual mandate component of health care reform will fundamentally impact the landscape of our national health care system. So, a five-year strategic plan built on offsetting reimbursement cuts through increased volumes of paid patient visits can become absurdly irrelevant if the Supreme Court decides that the individual mandate is unconstitutional. Therefore, we need to start with scenario planning taking into account the various possibilities of the decision, then build a series of 36 month strategic plans based on each possible scenario - a much more daunting and resource-intensive process.

On a more local level, the growth in physician practice partnerships is rapid. The number of Emory-affiliated physicians will probably double in a two-year period with the preponderance of the growth being in non-faculty physicians. This is a natural process as Emory Healthcare builds its medical perimeter in the rapidly closing window of health care market consolidation in Atlanta. This is in an effort to better serve the health care needs of Atlantans and to ensure that Emory retains its prominent position in the heritage of the city and the region. The repercussions of not doing so are very dire as health care reform pushes emphasis and reimbursement onto primary care health management and builds incentives into keeping patients as away as possible from tertiary and highly sub-specialized care. To support the expanding geography of the medical perimeter, we will execute on our community based strategy. That is opening imaging centers to help Atlantans receive outstanding diagnostic imaging services near their physicians’ offices or their homes, powered by our Community Radiology Specialists division.

A challenge that we will undoubtedly face in the next six months will be Payor Steerage. This is when an insurance company actively seeks to steer a patient in their network away from Emory and into a cheaper provider of imaging services under the guise of value. They will even use monetary disincentives to make painful the use of our outstanding services and expertise. Therefore, direct patient communication and referring physician education about the quality of our service takes on further relevance. Lifting the thickly veiled scheme is not to be taken for granted. Sub-specialty expertise and service excellence will need to be Emory’s not-so-secret recipe. We need to make top of mind for the consumer to look for the “Powered by Emory” label on Imaging Services the same way they look for the “Intel Inside” label when they shop for a computer.

Finally, the Service Excellence Institute is rolling out Session II in April. This will be the second link in the Institute’s long chain of activities to strengthen our service excellence value proposition. I look forward to seeing each of you and continuing to work together toward the goal of best patient outcomes.

- Habib Tannir, MS
Administrative Director,
Imaging Services
Quality Corner
CT Quality and Safety

The CT Quality and Safety Committee is working on a massive project to standardize and optimize our CT scanning protocols; with the goal of improving quality and reducing radiation by providing tailored exams based on indication and patient specific factors such as size. This is a concerted effort involving radiologists, technologists, and physicists. One major step towards this goal is the currently ongoing installation of iterative reconstruction software on several of our inpatient and outpatient scanners. Iterative reconstruction software reduces noise and some artifacts on CT images, allowing us to use less radiation for the same quality images.

One way we are evaluating our CT protocols is by comparing them to those of other institutions through the ACR Dose Index Registry (ACR DIR). The results of the first comparison with other institutions are currently being analyzed. Although data from the ACR DIR is useful, it does not give us specific information that can help with specific protocol or workflow changes. Luckily, we have help from the “Radioactivists,” one of the Radiology Leadership Academy project teams, who have analyzed our data in greater detail, identified outliers (scans in which too much or too little radiation was used), and audited exams for protocol adherence and scan coverage.

In addition to using patient size and indication to tailor our protocols, we have also started using weight-based contrast dosing when appropriate. This allows us to modulate contrast dose to achieve an appropriate level of enhancement while reducing contrast amounts in some patients. A recent audit of chest CTs for pulmonary embolism showed the number of suboptimal exams to be reduced by over 50%!

Finally, although we believe we are making gains in quality through these efforts, measuring improvements is necessary. The Radnet quality feedback tool, which allows for communication between technologists and radiologists, is important to continually improve. This tool has been piloted for radiography and will shortly be online for CT and other modalities.

The changes and improvements we’ve made have truly been a team effort! Please let me know if you have any suggestions or would like to join our committee.

- Phuong-Anh T. Duong, MD
Director of CT
Assistant Professor of Radiology and Imaging Sciences

Updates from Imaging Applications Support (IAS)

Effective Immediately:

**EJC Workstations at EUH & EUHM**
EUH beginning on March 12th, 2012 will assist EJC with sub-specialty reads.

**EJC workstation locations:**
EUH – Abdominal & Chest Reading Rooms
EUHM – ER Reading Room

There is an EJC quick reference guide, attending user ID list and workflow instructions are attached to the workstations.

**GE PACS 3.2 Enhancements**
GE PACS 3.2 upgrade is schedule to go live on Friday, March 23, 2012.

The new enhancements are:
1.) Exam Already Open Icon
2.) Stat Exam Highlighting
3.) Image Size Synchronization
4.) Keyboard Shortcuts
5.) Show Historical Exams

- Wendy Lybrand, Radiology Informatics Trainer

Check It Out


Moncayo, Valeria M; Martin, Diego R; Sarmiento, Juan M.; Zbytek, Blażej; Fox, Tim; Schuster, David M. 111In OctreoScan SPECT-MRI Fusion for the Detection of a Pancreatic Insuloma, Clinical Nuclear Medicine.; March 2012 - Volume 37 - Issue 3 - p e53–e56,
GETTING TO KNOW YOU

Service Excellence Launch Team

A large program such as the Service Excellence Institute (SEI) has many moving parts. One of these vital parts that have contributed to the success of SEI is the SEI Launch Team. The Launch Team was established in the Fall of 2011 to anticipate the needs and deliver on the logistics for SEI. The launch team members are: Monica Salama, Communications Manager, Alison Dunkerly, Radiology Services Manager, Camille Dingle, Communications Specialist, Alaina Shapiro, Program and Event Coordinator, Administrative Assistants Tina Dawson and Ashley King.

The Launch Team worked together to host over 30 SEI sessions. Each hostess was responsible for the set-up and break-down of each room, keeping the room on time, taking attendance, and recording notes throughout each session. Some of the team members were also presenters for the Communication and Service Excellence Standards presentations. All team members collectively entered over 750 feedback forms documenting the concerns, recommendations and ideas for the Department. After organizing and formatting all the information, the results were presented to the Department of Radiology and Imaging Sciences administration for review.

The team members worked productively and efficiently and took on individual responsibilities. Monica, the Project Manager for SEI, assembled the launch team organized all team meetings and played a vital role in establishing an effective timeline for the launch of SEI. She also oversaw all team logistics and provided each member with guidance to complete their individual tasks. Alison created an efficient SEI registration process for faculty and staff of the Department. She also worked to establish CE and CME credit for all SEI courses. Camille created an effective communication plan that brought awareness of SEI to faculty and staff. She worked with Monica to strategize appropriate communication channels to deliver the information. Alaina Shapiro reserved all SEI classrooms and collaborated with Emory Catering to create a breakfast and lunch menu for each classroom.

The launch team continues to work hard behind the scenes to gear up for SEI Session II, which starts April 9, 2012. The team is excited to welcome their new team members Jacqueline Daniels and Cynthia Gaskins who will be assisting with the documentation of participant feedback forms.

All launch team members realize the positive impact that the program will have on the Department as a whole. Henry Ford stated “If everyone is moving forward together, then success takes care of itself.” The Launch Team is proud to be working together to support the platform of SEI contributing to the success of the program and moving us forward as a Department.

-Camille Dingle
Communications Specialist

Community Radiology Specialists, continued from page 1

well within this community hospital. Each team member has been instrumental in gaining the confidence of our referring physicians without the perception of the academic institution being a threat.” The radiologists have been given a great opportunity to take part in the strategic planning and defining the future of the division within the department. Each team member is involved in developing policies, establishing metrics, creating an environment of service excellence for all staff members and being leaders within their sub-specialties to ensure that the quality of imaging is in line with the Department of Radiology and Imaging Sciences at Emory Healthcare. The division is centered on the three pillars of the Department of Radiology and Imaging Sciences which include Education, Research, and Clinical Services.

Although, the Division is based in a community setting the radiologists continue to stay active in radiology conferences such as tumor board, breast cancer conference, cancer committee and the Peer Review Committee. The team is in the process of submitting abstracts to the Radiological Society of North America for 2012 and they will be also working with Dr. Votaw to submit a grant proposal within the next two years. In the near future, EJCH will be converting all it’s current IT systems and PACS to EUH and EUHM. With the new demands for services and growing volumes, the Division is excited to expand it’s services for another CT scanner and a Breast Center in the Fall of 2012. The Community Radiology Specialists Division is looking forward to future growth and collaborating with other divisions within the Department of Radiology and Imaging Sciences to provide excellent service to patients and their families, as well as the referring physicians in the northern Atlanta corridor.

-Camille Dingle, Communications Specialist
With 694 applicants eager to become an Emory Radiology Resident, our program continues to remain one of the top picks. This year 143 were interviewed and, ultimately, the 16 people listed to the right will become Emory Radiology Residents beginning in July 2013.

The National Resident Matching Program (NRMP) explains "the Match uses a computer algorithm designed to produce favorable results for students, that aligns the preferences of applicants with the preferences of residency programs in order to fill the thousands of training positions available at U.S. teaching hospitals."

Dr. Mark Mullins, Vice Chair for Education, shares "We are extremely happy with our Match results and expect that this Radiology Resident class will be a wonderful group and in the great tradition of very smart, well-trained, team-oriented Emory Radiology Residents. We would like to thank everyone involved with making this process an incredible success again this year. Please welcome them to our family."

- Monica Salama
  Communications Manager

2013 1st Year Emory Radiology Residents

<table>
<thead>
<tr>
<th>Name</th>
<th>University</th>
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<tr>
<td>Michael Kassin</td>
<td>Emory University</td>
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<tr>
<td>Matthew Lidstrom</td>
<td>Yale University</td>
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<tr>
<td>Ajeet Mehta</td>
<td>University of Pittsburgh</td>
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<td>Timothy Ng</td>
<td>University of Pittsburgh</td>
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<tr>
<td>Matthew Nitz</td>
<td>University of Virginia</td>
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<td>Zachary Royce</td>
<td>West Virginia University</td>
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<td>Gelareh Sadigh</td>
<td>Tehran University</td>
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<tr>
<td>Ronak Shah</td>
<td>Drexel University College of Medicine</td>
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<tr>
<td>Paige Sharp</td>
<td>The University of Texas Health Science Center at Houston Medical School</td>
</tr>
<tr>
<td>Katie St. Germain</td>
<td>Louisiana State University</td>
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<tr>
<td>Drew Streicher</td>
<td>Indiana University</td>
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<tr>
<td>Hsiang-Jer Tseng</td>
<td>University of Minnesota</td>
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<tr>
<td>Morgan Whitmore</td>
<td>Michigan State University</td>
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As an academic institution, Emory fully supports education and learning for our employees and encourages them to take advantage of all opportunities that will assist them in developing their job related skills and enhancing their job proficiency. Several employees from the Department of Radiology and Imaging Sciences have taken advantage of these opportunities.

In spite of the recession, the rapid changes in technology are transforming the nature and pace of work environments. The Reimbursement Services Department, located at Decatur Plaza, has recently experienced change with implementations of different software systems geared towards making jobs more efficient. Realizing the need to better understand today's fast-paced work environment, some of the staff decided to continue their college education to gain further knowledge in their field. With Mitchell Tulloch, Medical Coder, pursuing her education first, she inspired other staff members within her Department to continue their education. Neaji Kirk, Patient Account Representative, states, "As I work to continue my education in Healthcare Management this opportunity will allow me to climb further in my career and achieve my goals in the Healthcare field." With several staff members continuing their education, management approved the use of a vacant office as a study room during lunch breaks to enhance their study time. Karen Roberts-Lee, Senior Coder, was inspired to specialize in Health Information Technology. Karen explains, "I am truly grateful for the assistance from Emory and the encouragement from my co-workers. I will also encourage others to take advantage of the opportunity to advance their possibilities.” The Reimbursement Services Department strongly supports and fosters the education needs of the staff at Decatur Plaza.

The staff would like to thank Lashawn Barcift, Employee Education Plan Representative, for her excellent customer service in assisting them with their tuition reimbursement.

- Tina Dawson, Administrative Coordinator

(Left to right) Neaji Kirk, Tina Dawson, Mitchell Tulloch and Karen Roberts-Lee staffed at Decatur Plaza are continuing their education at local universities in the Emory Area.
Get Involved

Service Excellence Institute

Do you deliver Service Excellence?

In the upcoming weeks you will be quizzed on your Service Excellence knowledge by the Department’s leadership staff. The goal of the SEI quiz is to give everyone a chance to show that he/she is working towards Service Excellence. To accomplish this goal you will be given a two-question pop quiz. The answer to the first question can be found on your SEI badge cards. The second question will challenge your knowledge of SEI concepts. If both questions are answered correctly, you will receive a pin (safe to wear in MR areas) that states, “I Deliver Service Excellence.” If you are unable to answer both questions correctly, you will be given a second chance at a later time.

Make sure to review the material that was given to you in session I and also reference past SEI emails to refresh your knowledge of SEI concepts. Our goal is for every member of the Department of Radiology and Imaging Sciences to earn a Service Excellence pin. These pins are a visual representation of our Department working towards the goal of Service Excellence.

Cast Your Vote

During SEI I you were asked to brainstorm ways we could improve our patient experience. Many of you supplied us with ideas, suggestions and projects that were conducive to our new culture. We recorded all of these ideas and reviewed them, narrowing them down to the Top 12. Last month you should have received an e-mail asking you to complete a survey regarding the Top 12 ideas.

Once we have collected the survey results we will move forward with brainstorming sessions for the top ideas, which will be held in open forums. Everyone is encouraged to get involved in the area that is most inspiring to you. Following these sessions, you will have the opportunity to join a development group for each of project.

If you did not receive the e-mail with the survey link please contact Monica Salama (majohn@emory.edu) or Camille Dingle (cdingle@emory.edu).

Session II

Classes start next week

Please begin to plan for attendance of Session II in your areas. These sessions are listed in the ELMS system and we encourage you to register as soon as possible. Please note that additional dates have been added. Below are the SEI Session II dates:

- April 9 – 12
- April 16 – 19
- April 27
- April 30 – May 1, May 3 – May 4
- May 7 – 11

Radiology Calendar

Week of April 9, 2012
Wed., April 11 –
Grand Rounds
Stephen Ledbetter, MD, MPH
Emergency Radiology Subspecialization: A Strategy for Success in the Modern Academic Radiology Department

Thurs., April 12 –
Research In Progress Series (RIPS) -
Suzette Mooring, PhD
Synthesis and Evaluation of a New Class of CXCR4 inhibitors

Week of April 16, 2012
Wed., April 18 –
Jonathan W. Berlin, MD, MBA
Understanding Radiology Economics: Past, Present and Future
Thurs., April 19 –
Research In Progress Series (RIPS) -
Lance Waller, PhD
Professor and Chair, Department of Biostatistics and Bioinformatics
Statistics in Space

Week of April 23, 2012
Wed., April 25 –
Grand Rounds
Christina Payne, MD
Hand-off Issues in Medicine
Thurs., April 26 –
Research In Progress Series (RIPS) -
Claudel H. Antoine
Academic Research Program Manager
Research Management at GE Healthcare
Nashwa Jarkas, PhD
Fluorine-18 Fluoralkoxy Benzylamines to Image the Brain Serotonin Transporter (SERT)

Week of April 30, 2012
Wed., May 2 –
ARRS - NO GRAND ROUNDS
Thurs., May 3 –
Research In Progress Series (RIPS) -
Leonard L. Howell, PhD
Nonhuman Primate Neuroimaging and the Neurobiology of Stimulant Addiction

For times & locations visit the website:
www.radiology.emory.edu
Look for a new issue of the Rad Report the first full week of May.