Service Excellence: Moving Forward

Our Service Excellence Culture continues to grow in the Department of Radiology and Imaging Sciences. As a department we successfully completed sessions I and II of the Service Excellence Institute (SEI) as a means to all start from the same base of reference and knowledge. Tools were given to us to become a positive change agent, to influence our work environment, and to deliver individualized experiences for our patients and their families. We now look forward to showcasing the efforts that move us forward, offering continued skills development opportunities and programs for new members of our team.

Service Excellence is the responsibility of each of us, to make the effort in our daily roles. We have several activities that are available for you to stay involved in the initiatives of sustaining and growing our Service Excellence Culture. We have implemented Town Hall meetings, workshops and three initiative committees. Also, the SEI will be offered in a one-day format for new employees, and for faculty and staff who would like a refresher.

To stay up to date with all service excellence initiatives please look to the department’s radiologycomm (e-mail) and the Rad Report. You will receive emails from RadiologyComm that will remind you of important dates, new initiatives and the status of current initiatives. We encourage you to request time to attend workshops, town hall meetings and SEI sessions. Please review the list below of important service excellence dates and activities, and be sure to mark your calendars:

**Cultural Diversity Workshops are Back**
During this workshop you will gain awareness of how we relate to one another and gain a perspective of how we can identify with our differences. This interactive session will be led by Emory’s Equal Opportunity Program, tying examples related to our department. Please see dates and times for the program below:

- **Wed., Dec. 12**– 2:30– 4:30 pm
- **Mon., Dec. 17**– 8– 10:00 am

To register for the Service Excellence Diversity Workshop please follow the steps below:

- go to: elmprod.emory.edu
- Login to ELMS using your PeopleSoft user ID and password.
- Select Search Catalog
- Select “Catalog Items” as your search category and enter “Radiology - Diversity”
- Review the dates, locations and times and select “Enroll” and complete the enrollment screens.

**Service Excellence Institute**
SEI will be available for new employees and for faculty and staff who would like a refresher.

Save the Dates for SEI:
- **Thurs., Jan. 24** – 7:30 – 4:30 PM
- **Fri., Jan. 1** – 7:30 – 4:30 PM

**DiSC Workshops**
Over 200 people in our department have already gone through the four hour DiSC workshop. This communication tool has been used as a basis for developing communication skills throughout the last four years of our Radiology Leadership Academy (RLA). DiSC is a behavioral model based to examine the behavior of individuals in their environment. DiSC is non-judgmental and helps people discuss their behavioral differences. You will learn how you identify with each of the DiSC styles.

**Save the Date for DiSC workshops:**
- **Thurs., Feb. 14** – 8:00 am - Noon
  - Midtown Glenn 1
- **Thurs., Feb. 21** – 8:00 am - Noon
  - EUH, Classroom A
- **Wed., Feb. 27** – 12:30 – 4:30 pm
  - EUH, Classroom B – C
- **Fri., March 1** – 8:00 am - Noon
  - EUH, Classroom A

**Custom Badge Holders**
Share a story of a Service Excellence change or success in your area, or a Story of Harm or Charm. Once your story is submitted you will receive a departmental badge holder. Send your story to Camille Dingle (cdingle@emory.edu) or stop by the Communications Offices EUH – CG 23. We look forward to hearing your stories and learning together as a department. (One badge per person.)

**Service Excellence Pins**
Quizzes are still being conducted. 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.

Please contact Monica Salama (majohn9@emory.edu) if you would like additional information regarding Service Excellence dates and activities.

- Monica Salama
  Sr. Assoc. Director of Programs
- Camille Dingle
  Communications Specialist
Dear Colleagues,

The theme of the 2012 RSNA is Patients First. Dr. George Bisset, in his president’s address, emphasized the radiologists’ role in caring for our patients, including championing their imaging care, guiding their optimized outcomes, and engaging them directly.

At Emory we have championed Patient and Family-Centered Care, yet we are only midway in our journey to truly achieving Patient and Family-Centered Radiology. Communicating with our patients is a critical component of our path forward. I understand that taking the time to talk with our patients seems at odds with the forces that demand greater and greater efficiency in current day health care. We must think outside the box as to how to reconcile this apparent conflict. How does our streamlined approach to performing and interpreting exams work for the patient when he or she may not fully understand the purpose of the procedure? ... and may have to wait for days for the results?

Former Center for Medicare and Medicaid Services (CMS) director Don Berwick, M.D., clarifies four key principles of patient-centered care: dignity and respect, information sharing, participation, and collaboration. What can we do to even more tightly align our services with these principles? Our diverse faculty and staff teams, coupled with wise patient and family advisors (PFAs), are a very rich resource for innovations that add value to our patients’ experience. Take a moment to embody the path of our patients in our large, complex health system. I recently toured a portion of the Clifton Campus with a wheelchair in tow to better appreciate how challenging navigating the winding and narrow hallways can be for a person with limited mobility. While I have traversed these halls many times previously, this experience helped enhance my understanding of our patients’ challenges.

You are changing the way we deliver imaging care every day. The increasing positive feedback and appreciation from our patients is crystal clear evidence that we are on the right track. There is just more ground to traverse.

November 8, 2012 was the first International Radiology Day, which appropriately coincided with National Radiologic Technologists Week. Such events help to raise the awareness of the healthcare community and the public to the critical roles of radiology professionals. We are fortunate to be in a department with so many stellar representatives of our field.

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

MESSAGE FROM THE VICE CHAIR FOR RESEARCH

Food For Thought

Saying that there will be changes in health care is old news. Saying that the changes need to be towards higher quality and efficiency and more appropriate care is getting stale. There is an effort to judge success based on patient outcome, but this is yesterday’s leftovers. Let’s talk about how these changes might happen.

Atul Gawande published a column in The New Yorker on August 13 comparing health care and big chain restaurants. Restaurants are judged on quality and outcome. There is considerable pressure on restaurateurs to minimize the price, which leads to efficiency. Perhaps looking into successful restaurants is a good idea when thinking about overhauling health care. Dr. Gawande takes the Cheesecake Factory as his use case. McDonalds is another useful case study of a restaurant chain but let’s also consider where new food and tastes come from.

The Cheesecake Factory and McDonalds are both successful in large part because you know what you will be getting when you visit them. You can expect the same quality in Nashville as in Atlanta. The food even looks the same: same menu, same plates, and same presentation on the plates. These restaurants have figured out what people want, have standardized their procedures and have high quality benchmarks that are strictly enforced by their managers. It certainly seems like they have achieved what health care reformers are talking about.

Where do the new foods come from? If health care follows the way of the food industry, where will innovations in care arise? Somewhere there is a chef experimenting with new ingredients or with different combinations of old ingredients to produce an exciting new taste. Emory could be the master chef of health care. Our academic orientation and traditions prepare us well to be innovators in new approaches, as well as in producing standards to insure high quality.

The restaurant industry is a good model for thinking about the new health care industry. Where should Emory fit in this model? I suggest that we should be the purveyor of innovations in quality and effective delivery of care. Members of the Emory community must come to a consensus then recognize and embrace their role. I encourage you to actively join the discussion.

- John Votaw, PhD, Vice Chair for Research
Southeastern Chapter of the Society of Nuclear Medicine

1st Place Best Resident/Basic Science Trainee Poster

Drs. Plaxton, Halkar and Barron won the 1st Place Best Resident/Basic Science Trainee Poster for their poster on “FDG PET/CT Characteristics of Adrenal Benign and Malignant Lesions” at the 2012 Southeastern Chapter Society of Nuclear Medicine Annual Meeting.

Felicia Jamerson, RT(R)(ARRT)
Radiologic Technologist
Radiology and Imaging Sciences

Felicia recently became MR registered by the American Registry of Radiologic Technologists (ARRT). Felicia attended a MRI program in 2008 at Institute for Advanced Medical Imaging at Gwinnett Technical College. She started seriously studying for her MRI registry in the summer of 2012.

Nashwa Jarkas, PhD
Assistant Professor
Radiology and Imaging Sciences

Discovery Concept Proposal
Dr. Jarkas’ Discovery Concept Proposal for the Class of 2014 Discovery Phase was reviewed and approved for inclusion in the Discovery Project Database at Emory University.

Mitchell Tulloch
Medical Coder
Radiology and Imaging Sciences

Bachelors Degree
Congratulations to Mitchell Tulloch! She recently received her Bachelor of Science in Accounting from Kaplan University. Mitchell is a Medical Coder for the Department of Radiology and Imaging Sciences at Decatur Plaza.

Merrill’s Award

We are pleased to announce that the October’s Merrill’s Award was presented to Lamiis Khalifa. Lamiis is a Diagnostic Technologist at Executive Park. She earned the award based on the submission of a wrist x-ray that was practically textbook! She received a gasoline gift card for her excellent work. Please congratulate her on her exceptional attention to image quality and high standard of patient care.

Remember: you can’t be the next Merrill’s winner without submitting an image. The committee would love to see more participation from across our Emory campuses. We know those awesome images are out there! Be sure to recognize your own or others’ stellar work by submitting a nomination for the Merrill’s Award. Blue Merrill’s Committee folders are located in each diagnostic work area.

Check It Out


**RISING RESIDENTS**

Newly Appointed Chief Residents

Each year, new Chief Residents for our Diagnostic Radiology Residency are selected by a vote of the faculty and residents. Although there are no specific criteria, prior participation in residency program activities and leadership qualities are typical attributes. Once selected as Chief Residents, these individuals take on numerous duties that include coordinating various resident activities. Other responsibilities are the call schedule and the rotation schedule, plus serving as a liaison between the faculty and residents on a variety of issues. Success as a Chief Resident requires the ability to balance being a peer to and a supervisor of the residents. In addition, these Chief Residents are members of the residency and the Resident Selection Committees.

Over the last year, Chief Residents Todd Cramer, MD, Lillian Ivansco, MD and Andrew Lemmon, MD contributed a great deal to the success of our program. They helped innumerable residents and faculty, including me, in countless ways. As they move toward the end of their residency here at Emory, three new Chief Residents have been selected to lead our program: Anne Gill, MD, Peter Harri, MD and Aalok Turakhia, MD. On behalf of Deborah Baumgarten, MD, MPH, Chris Ho, MD, Brent Little, MD, Matt Zygmont, MD, and Travis Henry, MD, I want to say thank you and congratulations to all of them.

- Mark Mullins, MD, PhD  
  Vice Chair of Education

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**Anne Gill, MD**  
Chief Resident  
She is currently the radiology resident representative for the Graduate Medical Educational Committee and the class representative for the Residency Educational Committee. Dr. Gill plans to continue her career at Emory with a fellowship in Interventional Radiology. Dr. Gill received her Medical Degree at the University of Tennessee in Memphis, TN. She completed her internship at Emory prior to joining the radiology residency program.

**Peter Harri, MD**  
Chief Resident  
Dr. Harri is currently on the Ad Hoc Curriculum Committee for Emory Radiology. He has accepted a fellowship in Abdominal Imaging at Emory. Dr. Harri attended Emory SOM, where he received his Medical Degree. He completed his internship at Northwestern University in Chicago, IL. Prior to becoming a radiology resident he was an ENT resident at Northwestern and a research fellow at Emory.

**Aalok Turakhia, MD**  
Chief Resident  
He currently serves on the Imaging Services Social Committee for the Department of Radiology and Imaging Sciences. Dr. Turakhia was awarded a Certificate of Merit Award at the 2012 American Roentgen Ray Society Annual Meeting. After completing his residency he will further his career with a Body Imaging fellowship at Stanford University. Dr. Turakhia received his Medical Degree at Emory SOM. He later completed an Internal Medicine internship at New York University.

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**Grant Review Committee**

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

**Step 1** - Create a timeline that allows the team seven business days to review your grant.

**Step 2** - Submit, via e-mail, your grant to Dr. John Votaw (JVotaw@emory.edu), who will distribute the grant to appropriate reviewers.

**Step 3** - Take the suggestions from the Grant Review Committee and make the appropriate changes. (Be sure to give yourself sufficient time to implement the changes!)

**Step 4** - Submit your grant.

Increase the chances of being awarded funds by taking the time to have your submission reviewed by the Grant Review Committee.
Quality Corner
CR/DR Committee Update

The CR/DR Committee continues to work toward the goal of providing the highest quality general diagnostic images while adhering to accepted radiation protection principles. Work continues on several initiatives that will ensure our goal.

• Pat Kimbell has been appointed as QC technologist. In this position, Pat will serve as an educational resource to all sites on matters concerning standardized imaging protocols and the most effective use of our imaging equipment.
• QA/QC processes are being finalized to ensure uniformity across all locations.
• A repeat/reject analysis process to be used at all locations is being finalized. Results will be used to identify potential equipment issues and opportunities for additional training.
• The Medical Imaging Program has organized a series of educational seminars for all technologists to stress diagnostic imaging fundamentals, inform regarding the latest advances in techniques and positioning, and introduce new technologies. The seminars are being recorded and entered into our Course Management system “Blackboard.” This will enable the technologists to view them at their leisure, take a test, and earn CE credits.
• The first Merrill’s Award recognizing the most outstanding image was made in August. The Merrill’s subcommittee, formed by the CR/DR committee and led by Katy Day, is evaluating nominated images and make an award each month.

- Jason Parks, R.T. (R), Radiology Manager, EUHM

Updates from Imaging Applications Support

Existing Enhancement

RadNet Procedure Critique
Procedure Critique is available for CT, MR, US, DX and NM. The radiologists will use this tool to document their comments and feedback for the Radiology Technologists.

Upcoming Enhancements

Peer Review
Deployed by the end of December.

GE version 4.0
GE vs. 4.0 is being tested and evaluated by a sub-group of Radiologists. Deployed to all Radiology reading rooms by the end of December.

The upgrade includes:
1. New skin colors
2. Switch from Parameter grouping to DICOM and vice versa
3. Cancelled exams with no images or reports are filtered out of the patient jacket

Navigator Tool:
• Thumbnail Strip
• Layout Grid – grid that displays on each thumbnail
• Drag and Drop feature

PowerScribe 360
PowerScribe 360 has been approved, and a project plan is in place.

- Wendy Lybrand, Radiology Informatics Trainer

HR Tip

Emory Radiology (University)

HR Phone Numbers

Pamela Wimberly
Manager, Human Resources
404-778-7554 or pamela.k.wimberly@emory.edu

Season Lewis
Senior Human Resources Associate
404-778-5468 or salewis@emory.edu

Melissa “Missy” Bayliss
Human Resources Specialist
404-778-3792 or melissa.bayliss@emory.edu

Joel Smith
Benefits Specialist
404-727-1674 or joel.e.smith@emory.edu

Jeanne Thigpen
Director, Employee Relations & OD
404-727-7644 or persjdt@emory.edu

- Pam Wimberly
Human Resources Manager
GET INVOLVED

CT Retreat: Bringing Technologists and Radiologists Together

October 20, 2012 marked the first CT retreat for staff members at all Emory Healthcare facilities, including Emory Johns Creek Hospital, St. Joseph’s Hospital and Grady Memorial Hospital. The goal of the retreat was to bring together technologists and radiologists from across the healthcare system and provide education and training for all technologists.

The retreat focused on various topics and issues that are a central focus for the CT Quality and Safety Committee, headed by Dr. Anh Duong. Some of the topics discussed at the retreat were CT dose reduction, CT scanner quality control measures, CT physics, and proper scanning parameters for body, neuro, cardiac, and chest imaging.

We were also fortunate to have Dr. Carolyn Meltzer address the group on the topic of empowerment. There were 47 staff members present for the retreat and the feedback from employees has been very positive. For the technologists, CE credits were offered for each lecture that was presented by several of our faculty members. The technologists, both CT and PET/CT, appreciated the opportunity to participate in the educational opportunity, and also appreciated hearing from the radiologists about their commitment to improved communication and teamwork. There were many positive comments about the quality of the presentations, and the technologists also appreciated the chance to interact with their fellow technologists from other locations. Overall the retreat was well received and was a huge success. We look forward to making the CT retreat an annual event.

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

Dr. Michael Osipow from Abdominal Imaging was one of many presenters at the CT Retreat.

STRIVING FOR EXCELLENCE

Working Together as a High Performing Team

We have seen a transformation throughout the year in the reimbursement arena. There have been a number of challenges and hurdles that have caused us all to learn and grow. As we have become more engaged in the process of change, we are seeing ourselves as “Change Agents” more than ever before. Today’s world of healthcare presents us with the opportunity to show our patients that they are at the center of everything we do.

The reimbursement team has focused its efforts on developing strategic teams focused on different revenue cycle aspects. Over the past nine months, we developed five teams that were each charged with a Lean project.

The five teams were:
1. Accounts Receivable Management
2. A life’s Computer Assisted Coding
3. CodeRyte’s Computer Assisted Coding
4. IDX Transaction Editing System (TES)
5. Training and Education Programs

To develop a strategy each team created an aim statement, constructed a Fishbone and conducted a test of change and next steps for each Lean project. As we launched this exercise, we saw our teams go through several stages of development. In the end, all of the teams formed strong individual and team alliances, and also learned the art of effective communication. Two of the projects (CodeRyte’s Computer Assisted Coding and the IDX TES team) were selected for this year’s Quality Conference. Not only were these two selected, but they also received an award in the PDSA (Plan, Do, Study, Act) category. I would like to thank all of the team members who participated on all five projects and I would like to recognize those individuals whose project was selected for the Quality Conference. Those team members are: Annmarie Lloyd, Karen Roberts-Lee, Mitchell Tulloch, Neaji Kirk, RaSheen Sarmiento, Rejetta Jones, Anetta Mathis, Brenda Melton, Marjorie Sims, Mildred Underwood and Cory Ivins.

- Marcus Foster,
Sr. Manager, Revenue Cycle
**Week of December 10, 2012**

Wed., December 12 –
Grand Rounds -
David M Youssef, MD MBA
How to Build a Second Opinion Consultation Business

Research In Progress Series (RIPS) -
Jonathon Nye, PhD
Quantitation, Resolution and Contrast Recovery in PET

**Week of December 17, 2012**

Wed., December 19 –
Holiday Week
No Grand Rounds

Research In Progress Series (RIPS) -
Hui Mao, PhD
Multimodality Imaging of Theranostic Nanoparticles for Image-Guided Cancer Therapy

**Week of December 24, 2012**

Holiday Week
No Grand Rounds

Research In Progress Series (RIPS) -
Michael Owens, PhD
Estimates of CNS monoamine transporter occupancy using an ex vivo assay with human serum: correlation with PET measures

**Week of December 31, 2012**

Wed., January 2 –
Holiday Week
No Grand Rounds

Research In Progress Series (RIPS) -
Kimberly Applegate, MD, Director of Practice Quality Improvement
Emory University Department of Radiology & Imaging Sciences

**Thursday, January 10th**
American College of Radiology Update:
What the ACR does for you and how you can get involved
Kimberly Applegate, MD, Director of Practice Quality Improvement
Emory University Department of Radiology & Imaging Sciences

**Thursday, March 14th**
Centers for Medicare and Medicaid Services (CMS):
From insurance payment to healthcare value assessment organization
James V. Rawson, MD, Chair and Professor of Radiology
Georgia Health Sciences Health System Department of Radiology

**Thursday, May 2nd**
Health Policy Advocacy within the American College of Radiology
Kimberly Applegate, MD, Director of Practice Quality Improvement
Emory University Department of Radiology & Imaging Sciences

During a time of rapid change in the health care industry, it is imperative that we look ahead in an effort to better position the Department of Radiology & Imaging Sciences so that we can deliver value to our patients and achieve our mission of excellence in clinical service, teaching, and research.

This lecture miniseries is an educational opportunity for faculty, trainees, and staff in the Department of Radiology and Imaging Sciences about the impact of healthcare reform, payment models, and compliance standards on the practice of radiology.

**Special Lecture**

**Medicolegal and Ethical Aspects of Neuroradiologic Imaging**

**Thursday, December 6, 2012**
SOM Classroom 110, 5:30pm

Leonard Berlin, MD
Professor of Radiology
Rush Medical College &
University of Illinois College of Medicine

For times & locations visit the website:
www.radiology.emory.edu
**NEW FACES & APPOINTMENTS**

**Kelly Cox, MD**  
Assistant Professor - Abdominal Imaging  
Dr. Cox joins the Emory Faculty after completing her Abdominal Imaging fellowship in our department.  
Prior to her fellowship, Dr. Cox received her Doctorate of Osteopathic Medicine at Midwestern University: Arizona College of Osteopathic Medicine. She furthered her education by completing a Radiology Residency at Cleveland Clinic, Cleveland, Ohio.  
During medical school, Dr. Cox received the Glasgow-Rubin Citation for Academic Achievement from the American Medical Women’s Association. Dr. Cox’s latest research involved the findings in Resected Bosniak 2F Renal Cysts. She presented her findings at the Society of Uroradiology Abdominal Radiology Course 2010.

**Sanjit Peter, MD**  
Assistant Professor - Community Specialists  
Prior to completing the Abdominal Imaging Fellowship at Emory University, Dr. Peter completed his residency at the University of Louisville, School of Medicine, where he was Chief Resident. During his residency Dr. Peter received the award for Outstanding Senior Radiology Resident. He has contributed to several publications including his most recent, “BOLD Myocardial Imaging: Advances for Clinical and Physiological Applications.”  
Dr. Peter received his Medical Degree from Indiana University, School of Medicine.

**Christopher D. Johnson**  
Desktop Technician - TEC  
Christopher was recently promoted to Desktop Technician in our department. Prior to his promotion he implemented and administered the Teleradiology System and equipment for Emory Radiology. Christopher provides support to staff, clients and radiologists within the Teleradiology System. Christopher has a Bachelors of Science in Computer Information Systems.

**STAY CONNECTED**

“Friend” Request Radiology  
You can help us unite the past and present for a promising future by building upon the contributions you have made to our successful department.  
Become “our” Facebook friend and use Emory Radiology’s profile to stay connected. Follow the directions below to register for your own Facebook page and add Emory Radiology as your friend:

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

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

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

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

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

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

**Department of Radiology and Imaging Sciences**  
**Holiday Party**  
**Friday, December 7th, 2012**  
**Time: 7:00 - Midnight**  
**Park Tavern**  
500 10th Street NE  
Atlanta GA

Complimentary valet parking and coat check will be available at the front entrance of Park Tavern. Each guest will receive two drink tickets upon check-in at the event. A cash bar will also be offered. Hors d’oeuvres and desserts will be served throughout. Additionally, the entire venue, including the ice skating rink and photo booths, will be open exclusively to our Department.

For additional information, contact Alaina Shapiro at (404) 712-5497 or abshapi@emory.edu

**Warmest Wishes & Happy Holidays!**  
Look for a new issue of the Rad Report the first full week of January.