December, 2007

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RSNA Successes

Each year Emory's presence at RSNA grows stronger and this year was no exception. The buzz of Emory could be heard from all areas of the conference.

During the week of RSNA, Dr. Pat Hudgins participated in the Image Interpretation Session, the technical exhibit spread the word of Emory and Dr. Carl D'Orsi participated in a press conference that started a media frenzy resulting in international coverage.

The Emory technical exhibit booth put Emory on everyone's lips - literally and figuratively. Not only did radiology professionals seek our booth for the very popular chapstick give-a-way, but they also wanted to know "What is Emory doing here?" The Emory booth staff and volunteer faculty members had a chance to represent the radiology department

on topics ranging from teleradiology to the medical imaging program and what positions we have open to when Emory presentations would be taking place at the

conference. The Emory booth was Members of Marketing, IT used to its full



and Administration formed the team that planned, executed extent promoting and manned the Emory booth.

all three pillars of the radiology mission: education, research and clinical service.

On the opening day of the RSNA Dr. Hudgins performed a case study with an audience of more than 4,000 people, as well as those viewing the simulcast on the internet. This exercise demonstrated how to identify abnormal findings on imaging studies, how to construct a list of differential diagnoses based on the imaging findings, and how to make recommendations for further procedures of treatment, if necessary.

Just a few miles from the conference, Emory held its Annual Alumni

Reception.The success of this event is evident with the rising attendance. Each year, more **Emory Alumni** are reserving time during this busy week to catch-up with colleagues



Guests of the Emory Alumni Reception enjoy catching-up.

that have experienced the influence of Emory at some point throughout their career.

Near the end of the conference Dr. D'Orsi, along with his colleague Dr. David Getty of BBN Technologies at Cambridge, Mass., met with the press to discuss their advances with Stereoscopic Digital Mammography. This very successful press conference produced international media coverage, which can be found on



Dr. Carl D'Orsi met with reporter Ken Foskett to discuss Stereoscopic Digital Mammography for an article in the Atlanta Journal-Constitution.

various websites including US News & World Report, CBS and WebMD, to name a few. This coverage prompted an interview by Atlanta Jounal-Constitution (AJC) reporter Ken Foskett, which will appear as an article in an upcoming issue of the AJC. To view Dr. D'Oris' RSNA interview on video visit: http://www.medpagetoday. com/MeetingCoverage/RSNAMeeting/ tb/7524.

Our success at the RSNA 2007 is one that can be shared by each person in the department. Everyone has contributed in one way or another, whether it was participating in the research, supporting the daily clinical services or being a presenter at the conference. This level of success could not have been achieved without the support of the entire department.

Congratulations to those that were selected to present at RSNA, thank you to those who carried the clinical operations and reading rooms and a job well done to all!

> - Monica Salama Communications Specialist



Letter from the Chair

Dear Colleagues,

Once again, the impact of our department's ubiquitous presence at the RSNA was felt throughout an exciting week. There were many presentations and refresher courses with Emory faculty and trainee representation. Making its debut on the floor of McCormick Place was the first Emory Radiology booth, which served as a nidus for teleradiology and recruitment opportunities. Dr. Carl D'Orsi and the Breast Imaging team received national press coverage for their work on evaluating of stereomammography as an emerging technology in breast cancer detection, and reducing false positive findings relative to conventional mammography. Pat Hudgins, MD honored our

department by serving as an expert on the prestigious **RSNA** Film Interpretation Session, and sailed through highly challenging cases with ease. Monday evening, current and past Emory colleagues gathered for the annual RSNA Alumni Reception at the Downtown Chicago Marriott. It was at this celebration that we received word of the Grady board's unanimous vote to reform as a non-profit entity, potentially opening the doors to much-needed funds.

Although there is much work yet to be done to ensure Grady's long-term survival and rebuilding, this is a time of cautious optimism. I want to thank Dr. Jack Fountain, our

Chief of Radiology Services at Grady, for his hard work on behalf of the department in leading our efforts to smooth service-delivery obstacles. As Executive Associate Dean for Clinical Affairs, Grady, Dr. Casarella continues to display tireless energy to guide us and the institution forward at this juncture.

Progress continues to move forward with physical plant and technological developments. New EUH department renovation changes include the MR Research area, media services laboratory, and abdominal imaging offices. The RIS integration project continues and we are preparing for implementation of our new PACS system in 2008.

Please join me in congratulating our new Chief Residents, Drs. Erickson,

Erickson, Karolyi, and

Mehta, and thanking Drs. Gupta, Jayashankar, and Smith for their dedication to the task over the past year.

I look forward to sharing in the joy of the season at the Department Holiday Party on December 14th and wish you and your families a wonderful holiday time.

Best to all,

Carolyn C. Meltzer; MD, FACR Chair of Radiology

AWARDS & RECOGNITION

Arthur Stillman, MD, PhD

Director, Division of Cardiothoracic Imaging

American Heart Association Fellow

Dr. Arthur Stillman has been elected as a fellow with the American Heart Association. Fellowship recognizes leadership within the American Heart Association/ American Stroke Association (AHA/ASA) relative to cardiovascular diseases and stroke. To be accepted as a nominee the physician must show evidence of an ongoing interest and contributions in cardiovascular diseases and/ or stroke disease through research, education or patient care.

Ionnis Sechopoulos, PhD Eugene Berkowitz, MD, PhD

SOM Junior Faculty Development Course

Drs. Sechopoulos and Berkowitz have been selected to participate in the School of Medicine course, which will present a large body of information necessary for academic success in a variety of formats, including didactic presentations, panel discussions, group and individual exercises, and case-based problem solving. This honor features a diverse faculty selected from throughout the School of Medicine, Goizueta Business School and the Ethics Center.

CT Certification

American Registry of Radiologic Technologists

The Computed Tomography team has achieved its goal, set during the past reporting period, to have 50% of the technologists registered in their field. The below Radiologic Techinical Clinicians, from Emory Crawford Long Hopital, have earned their CT Certification from the American Registry of Radiologic Technologists (ARRT).

Tahisha Rauf, RT (R) (CT)
Anderson Salvador, RT (R) (CT)
Richard Porcher, RT (R) (CT)

1525 Radiology Breast Imaging

Press Ganey Goals Achieved

1525 Breast Imaging and 1525 Radiology gathered to



The teams at 1525 take a moment to celebrate their Press Ganey Achievement.

5 Radiology gathered to celebrate their success of the Press Ganey Patient Satisfaction Goals. Out of 67 reporting areas, 1525 Radiology was one of ten that met the goals set for Helpfulness on the Phone and Information about Waits and Delays.



AWARDS & RECOGNITION

Plant of Promise

Collaborative work between the radiology research lab of Dr. Hyunsunk Shim and Dr. Dennis Liotta's Chemistry lab has proven to be a success recognized by the distinction of **Best Invention Award** by the Southeast Bio (SE-Bio) Competition. With this distinction they have been awarded \$100K of venture funds to launch the enterprise and implement their business plan.

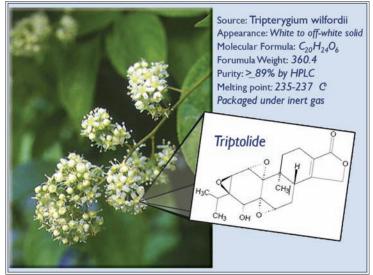
The business plan was developed through a mentorship program provided to the projects that made it through the first round of SE-Bio judging. After the evaluation of the business plans, finalists were selected to participate in the competition at the SE-Bio conference. The competition is highly competitive and strives to

extract opportunities for our region's research universities, research centers and existing entrepreneurs.

An article published by the Emory University Office of Technology Transfer best explains this discovery.

A Chinese vine called "Walk Seven Steps and Die" and "Intestine Breaking Plant" sounds more like poison than cure. But it is, in fact, both.

Emory University scientists are finding new ways to turn triptolide, an extract from this plant, into safe treatments for rheumatoid arthritis, inflammatory bowel disease, and cancer. Chemist Dennis Liotta, biologist Hyunsuk Shim, and colleagues are tweaking the chemistry of this deadly herbal



extract and testing it successfully in mouse models of inflammatory disease.

The chemists pick apart the molecule—keeping the parts that are helpful and excising everything else, says Liotta. They also test changes in solubility and toxicity, hoping to reach a place where it can be tested for safety in humans.

"We have come up with some formulations that are potent but not very toxic," says Liotta.

"We are still playing with some structural variations in the molecule to find the best pharmacologic profile. These are relatively simple molecules, and we have lots of options in how we can vary their structure. The results have been extremely promising."

For the complete article visit: http://www.ott.emory.edu/share/ technologies/descriptions/00033.pdf

> - Monica Salama Communications Specialist

Employee of the Month The Emory Clinic (TEC)

Betty McCarty, RT and Bertu Kedir, RT, CT Technologists in the Medical Offices Tower (MOT)

at Crawford Long Hospital, share the title of Employee of the Month for their "Outstanding Customer Service" and team work.

Feedback from a patient exemplifies their excellence and professionalism while doing a great job:





Betty McCarty, RT & Bertu Kedir, RT

The technologists were courteous and kindvery, very kind, concerned and caring people. The experience was very good. I almost never fill out surveys, however, I am moved to respond because I was impressed by the service I received. Outstanding!

Thank you Betty & Bertu for representing Emory Radiology in an excellent manner.

- Trecia Wertz Manager, Radiologic Services

Kevin SmithUltrasound Technologist

Abdominal Ultrasound Certification

Kevin Smith has earned his certification in Abdominal Ultrasound from the American Registry for Diagnostic Medical Sonography (ARDMS).

Charles Haynes, RT (R) (MR) Ultrasound Technologist

Old asound Teenhologis

Abdominal Ultrasound Certification

Charles Haynes, RT (R) (MR) has passed his MRI registry from the American Registry of Radiologic Technologists (ARRT).



New & Expanded Procedures

Opportunity for Excellence

Beginning January 1, 2008 a complete written order will be required in The Emory Clinic (TEC) when requesting a radiology exam. If a complete order is not received 24 hours prior to the scheduled appointment time, the exam will not be performed. This initiative will help improve patient care, the patient experience, ensure compliance and the correct billing process.

Each day radiology scheduling is faced with multiple challenges: orders not present when the patient arrives, insufficient history for the requested exam, incomplete demographics and incorrect exams being ordered. When these issues occur, they delay the exams significantly. This inconveniences the patient and may prevent exams being read regarding the patient's symptoms not to mention scheduling delays.

These challenges are opportunities for The Emory Clinic to set a standard of excellence. Moving forward TEC will implement the Radiology Order Improvement Plan. Selena Dove and Linda Smith began providing in-house section visits in November. These visits are focused on

best practices for ordering radiology exams. Each area is provided with tools and tip sheets to complete the order form.

TEC administration will measure the success of the plan by tracking medical necessity



Selena Dove walking a group through best practices when completing a radiology exam requisition.

write-offs each month. Beginning in February, the area with the lowest percentage of write-offs will be rewarded for their efforts with a lunch provided by radiology.

To arrange a Radiology Order Improvement Plan information session for your area, please contact Selena Dove at 8-2633.

- Jane Vitali Assistant Director, TEC Radiology

Interdepartmental Streamlining

Radiology and Medical Oncology have teamed up to streamline the Radiology ordering process between



Members of Medical Oncology & Radiology team up to create an interdepartmental team to streamline the radiology reordering process.

them to ensure that exam results are relayed to the requesting physicians office in a timely manner.

This new process will help to enhance the quality

of patient care. It will be an added benefit between our two departments that will help to ensure that finalized exam results are submitted to the referring provider for review before a patient's follow-up appointment. Not only will the process improve our service but it is also an excellent example of strengthening interdepartmental relationships. Active members of this process will now submit their radiology requests using the following procedure:

- I A patient completes their physician-based visit with Medical Oncology
- 2 Medical Oncology completes the requisition and sends to radiology scheduling
- 3 Radiology Scheduling and Medical Oncology review the form, ensuring that the patient is scheduled for the proper exam(s) and request includes pertinent contact information, ICD 9 code(s) and diagnosis.
- 4 Upon completion of the exam, Med Oncology staff will make it a priority to verify that exam results are available for the physician or uses the contact information to notify Radiology of the need for the results prior to the patient's Medical Oncology follow-up physician visit.

To obtain detailed information about this process, please contact Pia Haynes at 8-5611.

Members of this LEAN project include: David Franklin, Pia Haynes, Katherine Wright-Bombardier, Greta Green, Helen Floyd, Marcy Harvey, Theresa Gregerson, Laura Deadwyler and Edith Brutchner.

Pia Haynes
 Manger, Radiology Precert/Scheduling



New & Expanded Procedures

Making the Rounds

In an effort to provide an enhanced level of service, the Radiology Applications Support (RAS) team has initiated a daily rounding process throughout the radiology reading rooms. The objective of the rounds is to answer questions and resolve issues our customers may have regarding the plethora of radiology applications throughout Emory Healthcare. To maximize the efficacy of this initiative, please take the time to interact with the RAS team during our visits to your reading room.

The RAS team is comprised of six Information Services staff members dedicated to Imaging Informatics

support of the radiology department. The team's core responsibilities are the administration, and maintenance of enterprise-wide imaging applications such as PACS, RIS, Powerscribe. Additionally, the team is responsible for a wide array of more than 25 department specific applications such as E-film, HI-IQ and A-Life, just to mention a few. In addition to rounding, the RAS team resolves issues reported through the Information Services Call Center (8-HELP). Users may also place application support requests through the Remedy Requester Console accessible via the Remedy Console on the Virtual Desktop (VDT). Once



Members of the RAS team, from left to right: Tim Mulvey, Cynthia Jackson, Willie Arnold, Bob Slater, Jay Corbin, Mo Salama, and Geo Eapen.

a new request is created, users may track its status and receive e-mail notifications of status updates.

Your input and suggestions are appreciated. Please provide feedback to Mo Salama, mo.salama@emoryhealthcare.org.

- Mo Salama Assistant Director of Imaging Informatics

RISING RESIDENTS

Newly Appointed Chief Residents

Each year, three new Chief Residents 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 important attributes. Once selected as Chief Resident, they will take on numerous duties that include, coordinating various resident

activities, such as the call schedule and the rotation schedule, plus serving as a liaison between the faculty and residents on a variety of issues as needed. Success as a chief resident requires the ability to balance being a peer and a mentor, and a supervisor for the residents. In addition, the Chief residents are voting members of the Residency

Committee and the Resident Selection Committee.

Over the last year Chief Residents Drs. Mona Gupta, MD, Ashok Jayashankar, MD and Louis Smith, MD have added a great deal to the success of our program. They have helped numerous residents and faculty, including myself, in countless ways. As they move toward the end of residency at Emory, three new chief residents have been selected to lead the program: Sarah Erickson, MD, Dan Karolyi, MD and Milan Mehta, MD. On behalf of Mark Mullins, MD and Deborah Baumgarten, MD, I want to say thank you and congratulations to all of them.

- Bruce Baumgartner Vice Chair of Education Director of Residency Program



Sarah Erickson, MDChief Resident
PGY - 4

Dr. Erickson earned her medical degree at Eastern Virginia Medical School and also has BA from Yale University in

Spanish. Before joining the residency program she spent time a Georgetown University participating in a transitional year internship. In the future, she plans to focus on abdominal imaging and has found her time working a Grady to be her most valuable experience.



Dan Karolyi, MD, PhD, MSME Chief Residents PGY - 4

Dr. Karolyi is planning to focus on MRI and Computational Hemodynamics following his residency. He invested

time at Georgia Tech earning multiple degrees and received his medicinal degree from the Medical College of Georgia.

Dr. Karolyi is involved in many organizations including RSNA, ACR, ARRS and ISMRM. His diligent work as a researcher has earned him a RSNA Resident Research Grant for 2007-2008. He is pleased to be at Emory "working with great people and tremendous technology."



Milan Mehta, MD Chief Residents

PGY - 4

After receiving his medical degree from Emory, Dr. Mehta has continued his Emory career in the radiology residency. He is a member of ACR and

RSNA, with two accepted submissions to ACR's Case-in-Point website. He enjoys the satisfaction of learning through teaching, and values the opportunity to participate in resident education on a daily basis; with experiences ranging from informal teaching at the workstation to more formal didactic lectures and case conferences.



STRIVING FOR EXCELLENCE

Make Your Mark

As all of you are aware, Emory Healthcare is very focused on employee engagement for FY08 and beyond. While that sounds great and looks good on dashboards, racetracks, and management reports, what does employee engagement really mean – and why is it so important?

Well, let's talk about that.

Employee engagement provides the energy that drives the entire work process from patient care to patient satisfaction – it provides the momentum that drives all other measurable goals.

As an elite health care provider, we know that Emory wants high patient satisfaction, exceptional quality, patient and staff safety, and productivity — right? Who do you suppose provides all of that? My answer is empowered and thinking staff who are actively engaged in their role and in the role of their department. At all levels, these are the staff members who understand that they are the reason why an organization can go from mediocre to good, and from good to great — and their work ethic and attitude shows it!

So we have identified that we want patient satisfaction – how do we get that? It comes from staff members who are engaged in customer service activities; who treat each and every one of their patients with the same skill and care that they would want

for one of their loved ones – and then they ask the patient if there is anything else they can do!

We also identified that we value quality, patient and staff safety, and productivity in our endeavor in making people healthy - so how do we achieve it? It comes from conscientious staff members who are engaged in organizational initiatives designed to provide the education and environment needed to enhance these skills. These are the staff members who interact with members of the leadership team and their peers to provide the conduit for information and ideas to flow back and forth. These staff members are in tune to the pulse of their department and can articulate concepts like NPSG's, quality outcomes, RVU's, worked hours, and customer service. They understand the relationship between effort and results and are not afraid of the high road.

So, we have thrown the word "engaged" around a bit, how do we get there – what's the process?

Engagement is a relationship – it is the relationship that develops when leadership and staff are tuned into each other and trusts that the other really does want to be the best at what they do. This can occur when leaders are visible and out there asking the staff what problems, challenges, and obstacles are barriers to their success. They need to ask what they

can do to make the staff's job easier and better without compromising the organization's mission. Most importantly, they need to LISTEN and let the staff know that their thoughts, ideas, and feelings are important. Next, the leader must ACT appropriately and verbalize back to the staff how their involvement added value to the department.

For their part, the staff needs to actively monitor their working environment and provide honest and timely feedback on what is working and what is not. They need to know that their opinion counts and to provide it often. When staff do not provide their opinion freely in an engaged working relationship they are giving away one of the most important tools that they can use to positively effect their own work environment. I would not be so quick to give that away!

In closing, let me remind you that not all organizations are willing to spend the time, energy, and money just to



find out what your opinion is. Emory really does care about you and your opinion – now, how engaging is that?

 Michael Armstrong Assistant Director of Imaging Services at Crawford Long Hospital

HIPAA Question of the Month

Can you explain incidental use and/or disclosure of patient information?

An incidental use or disclosure of patient information is a secondary use or disclosure that cannot reasonably be prevented, is limited in nature, and that occurs as a result of another use or disclosure that is permitted by HIPAA. It's when you are using patient information for "permitted" reason, and someone accidentally sees it or hears it.

In order for the disclosure to be considered an "incidental" use or disclosure, it must meet two criteria. First, you must be using or disclosing patient information for permitted purposes in an area where you should/can be (your office, the nurses station,

with a patient in an exam room). This does not include elevators, hallways, in the cafeteria, on buses/shuttles etc. Second, you must be using/taking "reasonable" precautions to protect the patient's information (speaking quietly when discussing a patient's condition with family members in a waiting room or other public area; avoiding using patients' names in public hallways and elevators, isolating or locking file cabinets or records rooms).

To read more about incidental disclosures, go to: http://www.hhs.gov/ocr/hipaa/guidelines/guidanceallsections.pdf

-- Office of Compliance Programs, Newsletter, November



GET INVOLVED

Radiology Holiday Party

December 14 7:00 p.m.



Callanwolde Fine Arts Center

980 Briarcliff Rd NE Atlanta, GA 30306

Please RSVP to Laura Padgett: Laura.Padgett@emoryhealtcare.org or 404.712.5497

The invitations are in the mail for the Emory Radiology Holiday Party! If you haven't already, RSVP to Laura Padgett to ensure that there is plenty of holiday cheer for all of those who plan to attend.

This celebration is an occasion to dress in your classy cocktail attire. Music, refreshments, delicious food and a good time will complete the evening as we celebrate a successful year of radiology accomplishments.

Each Radiology employee should have received their invitation at the beginning of December. In the event that yours was lost in the mail, simply RSVP to Laura Padgett and update your mailing address with both Laura and Human Resources.

Goodbye GroupWise

The Emory University and Emory Healthcare will now be using the same e-mail system, Microsoft Exchange.

I have both an "emoryhealthc" "emory.edu" m I have two add migrate?

In an effort to prepare the organization for the migration from Groupwise to Exchange, EHC and IS have been circulating announcements that highlight common questions, such as

I have both an "emoryhealthcare.org" and "emory.edu" mail address. Will I have two addresses after I migrate?

You will minimally have mail aliases created for all existing inbound aliases. You will have one outbound address. By default, your outbound or "from" address is based on your primary organization. There will be a process defined to change the default if desired.

For up-to-date information about our new Outlook e-mail system visit:

http://it.emory.edu/ehc-exchange-clinicalfaculty

Radiology Research Conferences

December 2007

Thursdays, 1:30 p.m.
Emory University Hospital Annex
1st Floor - Room N120

December 6 - Baowei Fei, PhD

Multimodality Molecular Imaging

for Photodynamic Therapy and Thermal Ablation of Prostate Cancer

Detection of Pancreatic Cancer

December 13 - Brandon Fornwalt Cross-correlation Quantification of Left Ventricular Dyssynchrony

December 20 - Lily Yand, MD, PhD &
Malgorzata Lipowska, PhD
Receptor-targeted Radiotracers for

December 27 - No Lecture ~ Holiday

Radiology Grand Rounds

December 2007

Wednesdays 7:30 - 8:15 a.m. Emory University Hospital Auditorium

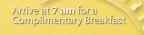
12/5/07 Richard Gunderman, MD
University of Indiana
Can Radiologists Excel as Leaders?

12/12/07 Steven Birnbaum, PhD
Southern New Hampshire Medical Center
Patient Based Radiation Safety at the Local,
Regional and National Level

12/19/07 ~ No Lecture ~ Holiday

12/26/07 ~ No Lecture ~ Holiday

1/2/07 ~ No Lecture ~ Holiday







New Faces & Appointments



Ursula Jean-Baptiste

Technical Operations, Administrative Assistant

Ursula lean-Baptiste is familiar with the details of facilitating the needs of a department, with ten years of experience to contribute to Emory radiology department. Her skill set includes fluent Spanish.



Danny Bolinger, RT

Radiology Technologist II

Danny Bolinger recently joined the General Diagnostics team at Emory University Hospital (EUH), after completing his education at Gwinnett Technical College. Prior to this career, he was a chef for a number of years.



Jay Corbin Department Systems Specialist

Jay Corbin brings ten years of experience to the Radiology Applications Support (RAS) team. He previously spent ten years at the University of Virginia Health Sciences center where he lead an information systems integration, which resulted in a paperless environment. At Emory, he will be supporting PACS, RIS and PowerScribe systems.



Cayce Kump, MS, BS

Human Resources Manager

Cayce Kump joins the Emory radiology department with more than ten years of Human Resources experience in the health care and hospitality environment. She is an active member of the Society of Human Resources Management (SHRM).

Best Wishes to Dr. Turner Ball



After 34 years as a faculty member, Dr. Turner Ball will be retiring from **Emory Radiology** this January.

Dr. Ball has dedicated his professional career to pediatrics, beginning as a pediatrician. He then moved onto pediatric radiology after completing

his residency and fellowship at Emory University. Dr. Ball held a dual appointment as the division director of both Emory University Hospital (EUH) and Grady Memorial Hospital for 13 years under the chairmanship of Dr. William Casarella. During his time as director, he guided the division through expansion and mergers as Children's Healthcare of Atlanta (CHOA) grew to incorporate Scottish Rite. Over the years, Dr. Ball has been deeply involved in the Emory community participating in committees, such as the Affirmative Action Committee (1978-1999), Board of Trustees (1990-1993), Radiation Safety Committee (1993-1998) and the President's Commission on the Status of Women at Emory University (1980-1983). This short list merely touches on the involvement of Dr. Ball within the radiology community. He commented that his most interesting appointment was as chair of the Faculty Relations Committee (1984) and he most enjoyed serving the Medical School Admissions Committee (1977-1999). While involved with these committees, he especially took pleasure in the

interactions with faculty, staff and applicants who inspired growth and optimism for the future.

Dr. Ball has led a well rounded career, participating in research, education, publications, a plethora of presentations and compassionate clinical care. On a personal note, Pediatric Imaging Director, Dr. Stephan Simoneaux, shares this message, "Dr. Ball has been a dedicated pediatric radiologist for years and trained many residents and fellows. I cannot imagine coming to Egleston and not having Turner be there. As a colleague and friend he will be missed, but I wish him well."

> - Monica Salama Communications Specialist

ook for a new issue of the Rad Report the first full week of January.

