

Radical Views...

from the Department of Radiology

December 2009

Mon	Tues	Wed	Thurs	Fri
	1 EVENT: RSNA No morning conference 1:00 - 2:00 MRI meeting (weekly) TCC-484	2 EVENT: RSNA No morning conference 11:00-12:00 MSK clinical conference (weekly) 12:00-1:00 (weekly) Thoracic Imaging meeting GI Oncology/GU Oncology meeting	3 EVENT: RSNA No morning conference 12:00 - 1:30 Abd meeting (weekly) WCC-354 12:00-1:00 MSK meeting (weekly)	4 EVENT: RSNA No Grand Rounds or Resident Conference
7 7:30-8:15 MRI of the Knee: Menisci and Ligaments (Hochman) 8:15-9:00 MRI of the Knee: The Other Stuff (Hochman)	8 7:30 - 8:15 MR Arthrography (Wu) 8:15-9:00 MR of the Wrist and Hand (Yablon) 10:30-11:30 Nuc Med meeting (GZ-103)	9 7:30 - 8:15 MRI of the Shoulder (Yablon) 8:15-9:00 MRI of the Shoulder-Cases (Yablon)	10 7:30 - 8:15 MR Imaging of the Ankle (Yablon) 8:15 - 9:00 MSK Cases (McMahon)	11 Grand Rounds: 8:00 - 9:00 Intensifying Radiology Education (Gunderman) [Sherman] 12:15 - 1:00 pm Special Mentoring Presentation: What Do We Most Need from Our Mentors? (Gunderman) [Rabkin Bd Rm, Shapiro 10] 12:00-1:00 US section meeting [TCC-247A]
EVENT: MSK MRI Week!				
				EVENT: Holiday Party - Seaport Hotel
14 7:30-9:00 Abdominal Conference (Siewert)	15 7:30 - 8:15 MR Arthrography (Wu) 8:15-9:00 MR of the Wrist & Hand (Yablon) 8:00 - 9:00 IR meeting [West Recovery Rm]	16 7:30 - 8:15 Aortic Disease I (Litmanovich) 8:30 - 9:00 Aortic Disease II (Litmanovich) 300-4:00 Mammo meeting [TCC-484]	17 7:30 - 8:15 Neuro Conf (Hackney) 8:15-9:00 Spine DJD (Rojas) Event: Mass Rad Society Resident/ Fellow Section Meeting [James Thrall, MD: ACR Legislative Agenda. Abram Conf Rm. BWH]	18 7:30 - 9:00 Grand Rounds: QA 12:00 - 1:00 Resident Case Conference (Peri) [Clouse Conf Rm]
21 EVENT: Christmas Week No morning conference	22 EVENT: Christmas Week No morning conference 10:30-11:30 Nuc Med meeting (GZ-103)	23 EVENT: Christmas Week No morning conference	24 EVENT: Christmas Week No morning conference	25 EVENT: Christmas Day No morning conference No Resident Case Conference
28 EVENT: New Years Week No morning conference	29 EVENT: New Years Week No morning conference	30 EVENT: New Years Week No morning conference	31 EVENT: New Years Week No morning conference	

DEPARTMENTAL NEWS, AWARDS & HONORS

- LEAN Video in Interventional Radiology

For the past year, the staff in Interventional Radiology have been working to improve the ordering, stocking, and inventory management process for their multitude of supplies. Recently, Marge Guthrie and her technologists, with expert assistance from Michael Larson and Donna Wolfe, produced a video that describes this “LEAN” project. Using real-life examples of their work along with a fair amount of humor, they succeeded in making a complicated project very understandable. The video was shown at the November BIDMC Leadership meeting to hundreds of senior staff, and was a hit. Many other modality and support areas in Radiology are now using the video to introduce their staff to LEAN and kick-off their own projects. Copies of the video can be borrowed from the Business Transformation office on Stoneman 217.

- Allen Reedy, BIDMC Radiology Business Director



Beth MacQuilken, Linda Powers and Patty MacDonald recycle “the Book” in favor of the KANBAN.

- Introducing The Gallery:** Some of you may have noticed the new signs for The Gallery on the West Campus 3rd Floor, just down the hall from the Radiology Administrative Offices. The Gallery boasts a nice large screen flat panel monitor and state-of-the-art PACS access. However, in keeping with HMS (Office of Human Resources) initiatives to promote creative well-being in the workplace and food for thought on our own time, we have decided to designate The Gallery as a space to display the sizeable and diverse artistic talents of our staff and faculty. Plans are underway to outfit The Gallery with proper hanging devices to display framed photographs or paintings on a rotating basis. Initial guidelines include a selection committee composed of our Media Lab staff, Michael Larson, MFA (Sculpture) and Donna Wolfe, MFA (Writing, Literature, and Publishing) and artwork would rotate in for a 2-month period. 3D pieces can also be displayed, space permitting. Please send comments and suggestions to: dwolfe@bidmc.harvard.edu

AWARDS & HONORS

- As stated in our November Radical Views, our Department was well-represented at this year's **95th Annual RSNA** in Chicago with Faculty, Staff and Trainees presenting 15 education exhibits, 2 scientific posters, 28 scientific papers, 1 plenary session, 1 keynote speech, 10 refresher courses, and 5 multi-session courses. Congratulations are in order: of 15 Educational Exhibits eligible for awards, 6 received Certificates of Merit and 4 were selected for publication in RadioGraphics (3 of these all relating to QA!)



Plenary Session with Dr. Jonathan Kruskal, Arie Crown Theater

RG

- Lynn Darrah, Yolanda Milliman-Richard, Donna Hallett, Laurie Pascal, Max Rosen, Jonathan Kruskal.** An Interventional Procedure-specific Scripted Preprocedure Timeout Ensures Compliance with Participation by Minimizing Variation in Performance.
- Jonathan Kruskal, Lynn Darrah, Yolanda Milliman-Richard, Gethin Williams, Chun-Shan Yam, Jacob Sosna.** Dangers and Occupational Hazards in a Radiology Department: An Audit of Patient and Staff Safety in a Radiology Department.
- Jonathan Kruskal, Donna Hallett.** Failure Mode and Effects Analysis: A Tool for Proactively Predicting System Failures in a Radiology Department.

CM

- Neely Hines, Priscilla Slanetz, Shambhavi Venkataraman.** Multimodality Review of Breast Augmentation.
- Colm McMahon, Jim Wu, Mary Hochman, Ronald Eisenberg.** Measuring Up: A Guide to Essential Measurements in Musculoskeletal Imaging.
- Shayna Roberts-Klein, Priscilla Slanetz, Elaine Iuanow.** Minimizing Risk: A Pictorial Review Identifying Pitfalls in Breast Imaging Interpretation.
- Rola Shaheen, Priscilla Slanetz, Tejas Mehta, Maryann Chorlton, Julie Armada, Richard Behrman.** Artifacts on Digital Mammography: Optimizing Image Quality
- Chun-Shan Yam, Jonathan Kruskal, Lynn Darrah.** Implementation of an Automated Computer System for Tracking Follow-up Studies Recommended by Radiologists

CM RG

- Monica Marra, Deborah Burstein, Frank Roemer, Ali Guermazi, Michel Daoud Crema, Felix Eckstein.** An Update on MRI Assessment of Articular Cartilage in the Knee: Current Techniques and Their Applications in Clinical Practice and Clinical Research.

- Congratulations to **Dr. Ronald Eisenberg** on his appointment to Associate Professor of Radiology at Harvard Medical School, effective September 1, 2009. Dr. Eisenberg has made a postive impact on clinical research and teaching.
- Congratulations to imaging technologists **Lauren Cabral**, winner of the 2009 Deborah J. Walsh Award for commitment to quality care and to **Alicia Zaske**, winner of the 2009 SPIRIT Award for demonstrating exemplary spirit in her day-to-day work!
- Thank you, **Sheila Nadeau**! At this time of year, anyone who visits the West Campus Clinical Center 3rd floor will notice the holiday decorations brightening the Ultrasound/Vascular Division, thanks to ultrasound technologist Sheila Nadeau. Her efforts above and beyond her clinical duties contribute to a cheerful working environment!



Sheila Nadeau, Sonographer



December Visiting Professor: Richard B. Gunderman, MD, PhD, MPH

Friday, December 11
End of Year Grand Rounds 8:00 - 9:00 am, Sherman Auditorium
Special Mentoring Presentation, 12:15 pm, Rabkin Board Room, Shapiro-10

At 8:00 am, **Dr. Richard Gunderman** will present **“Intensifying Radiology Education”** at this month’s Grand Rounds. At 12:15 pm, Dr. Gunderman will also deliver a special presentation, **“What Do We Most Need from Our Mentors?”** (Rabkin Board Room, Shapiro 10). All residents and faculty participants in the resident and faculty mentoring programs are strongly encouraged to attend this presentation, which is open to the entire department.



Dr. Gunderman is the 2008 RSNA Educator of the Year and Associate Professor of Radiology, Pediatrics, Medical Education (and Philosophy, Liberal Arts, and Philanthropy) at the Schools of Medicine and Liberal Arts, Indiana University-Purdue University, Indianapolis. He earned his MD and PhD from the University of Chicago and MPH from Indiana University and joined the Indiana University faculty in 1997.

Passing on medical knowledge to future generations is a solemn obligation of the physicians’ Hippocratic Oath. Dr. Gunderman’s commitment to education extends beyond medicine to encompass other academic disciplines: he also teaches in the Center on Philanthropy and the Department of Philosophy at IUPUI. John Tilley, professor and chair of philosophy, points out that Professor Gunderman has made significant contributions to pedagogical literature, based on his “original ideas about the interface between liberal arts and medical training” and “integrating ethical reflection into medical and liberal arts education.” Gunderman has developed a number of unique courses in philosophy that represent his interdisciplinary approach to education, including Medicine’s Human Image, Philosophy in the Epics of Homer, Religion and the Life Sciences, and Perspectives on Health, Disease, and Healing.

Gunderman’s writings argue that medical education must be revived, saying that in recent years medical research and patient care have overshadowed education. He gives his radiology students practical teaching experience. Every student in the radiology clerkship prepares and delivers a presentation to peers on a topic in medical imaging. Gunderman also works with colleagues to develop “teach the teachers” curricula for several national professional organizations, including the Association of University Radiologists, the American Roentgen Ray Society, and the Radiological Society of North America.

His radiology textbook for medical students, Essential Radiology (Thieme Medical Publishers, 1998 and 2006), is one of the best-selling radiology textbooks in the English language. His Achieving Excellence in Medical Education (Springer, 2006) was described by the New England Journal of Medicine as a book “about the pursuit of excellence in medical education, construed above all in ethical terms,” and by the Journal of the American Medical Association as “an eloquent, quotable, and inspirational book.” He recently published We Make a Life by What We Give (IU Press, 2008), a book that explores the ethics of philanthropy. David H. Smith, IU professor emeritus of religious studies and former director of the Poynter Center, writes of this latest work, “Gunderman is as important a humanistic voice in the discussion of philanthropy as I know of. He writes like an angel; he works out of a rich Aristotelian tradition; his views are balanced, clear, and persuasive.”

He has authored more than 200 scholarly articles, but makes his students a priority. His advisees include five medical school students, three premedical school students, three master’s students in philanthropic studies, two master’s students in philosophy, and three Ph.D. students in philanthropic studies. “I don’t know where he finds the time for it,” says Tilley. “But the important point is that he does find the time for it, and it’s a great contribution to this university.”

Gunderman is a five-time recipient of IU’s Trustees Teaching Award, and the IU School of Medicine recognized him with its highest teaching honor, the Faculty Teaching Award, in 2006. In 2007 he received IUPUI’s Chancellor’s Award for Excellence in Teaching.

Gunderman sets aside time to get to know his students, often having lunch with them. He encourages his students to take an active role in their learning, which he says leads to a deeper understanding of the subject matter. One student evaluation reads: “I can’t imagine a more thoughtful, well-read, compassionate professor.”

Gunderman serves as Vice Chair of the Department of Radiology and Director of Pediatric Radiology at Riley Hospital for Children. He developed Leadership in Medicine, an elective course for fourth-year medical students at IU. The month-long program provides students with readings and discussions on leadership, as well as a service-learning project.

Former student Charles Jarrett sums up Professor Gunderman’s many attributes: “It is rare to find someone who has an exceptional gift of teaching, a deep compassion for and understanding of individuals, and participates in an active life of helping people to understand more about themselves and each other.”

Monthly Section Updates: **Community Radiology**
- Max Rosen, MD, MPH - Executive Vice Chairman & Associate Chief, Community Network Services

During the past year, our community Radiology practice continued to grow, from approximately 82,500 exams in FY '05 to over 190,000 exams in FY '09. The community practices now account for 34% of the department's total volume. While all sites have all experienced double digit growth, the incorporation of Harrington Hospital in Southbridge, MA, has added over 50,000 exams to our community network this year.

New developments in the last year have included: implementation of a second digital mammography unit at 1101 Beacon Street, the upgrade of the ONI extremity magnet at Lexington, and the addition of the former Hubbard Hospital (now Harrington Health Care at Hubbard Hospital) to the Harrington system. In addition, in June 2009 we successfully opened a new MRI in Charlton, MA, which is a joint venture of Harrington Hospital and the Beth Israel Radiologic Foundation.

While the remainder of the Charlton site is currently under construction, a 20,000 square foot medical office building is scheduled to open in February 2010. When opened, the Charlton site will also include ultrasound, x-ray, bone density, and digital mammography. "Shell space" for future expansion of CT is also planned.

The key to our successful community expansion at Harrington and BI-Needham (BIDN) has been our ability to provide the necessary on-site services, supported by sub-specialty remote interpretation of neuro, musculoskeletal, body MRI and nuclear medicine studies. Our report turn-around-time has been greatly improved since the implementation of RadWhere voice-recognition reporting software for the Harrington practices. In addition, we have provided ongoing training for the Harrington technologists at BIDMC in CT, MRI and ultrasound.

None of our expansion would have been possible without the dedication and commitment of our community radiologists and community managers and technologists. Our model of having community based radiologists work at least one day a week at BIDMC and having our BIDMC-based radiologists spend time at the community sites facilitates an understanding of the special skill set needed to work at the community sites, while bringing sub-specialty expertise on-site for procedures, conferences, and technologist training.

During the past year we have welcomed **Dr. Andrew Bennett** to Harrington and BIDN. In July, **Dr. Justin Kung** will join our community section 2 days per week, in order to expand our musculoskeletal services at HMH and BIDN. **Dr. Marty Smith** has assumed a leadership position as Director of Community MRI, and is now responsible for protocols, management and QA for the HMH, BIDN and Lexington magnets. He is greatly helped by **Richard Farago**, our Chief Technologist for Community MRI.

We are extremely fortunate to have a superb group of managers, technologists, and support staff at each site, including **Jane Corey** who oversees the HMFP (1101 Beacon, 25 Boylston, mobile ultrasound and the Mass Vein Care practices), **Judy Farina** and **Janet Carpenter** at Lexington (Judy also manages Chelsea), **Nancy Whitman** at 1101 Beacon and **Don Holmes** at BIDN. **Jeff Bernard** continues to keep everything together as the Director of Community Radiology. **Dr. Dean Rodman** at BIDN and **Dr. Rola Shaheen** at HMH continue to provide patient-focused, customer service oriented leadership.

Over the next 12 months, we look forward to bringing the new Charlton site fully on-line, and further enhancing the connectivity between HMH and BIDMC with the implementation of electronic QA databases, electronic protocoling, and 100% use of RadWhere for all HMH exams. The new BIDN emergency department which opened last month should help us continue to grow our volume at BIDN. Many as yet-to-be-defined opportunities will likely present themselves, as the details of the relationship between BIDMC and Atrius Health Care evolve.

Community Sites:

Chelsea

Harrington Hospital

• Hubbard Campus

• Charlton

Lexington

BID-Needham

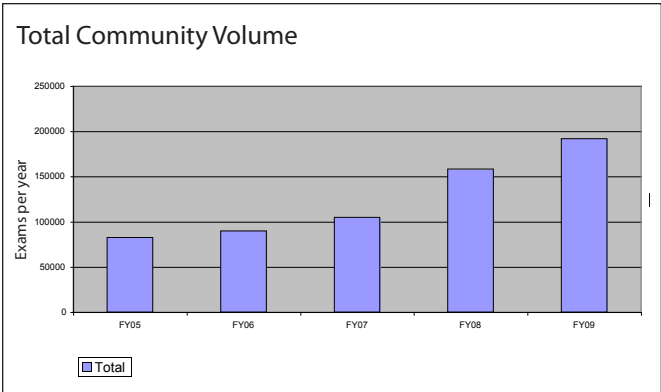
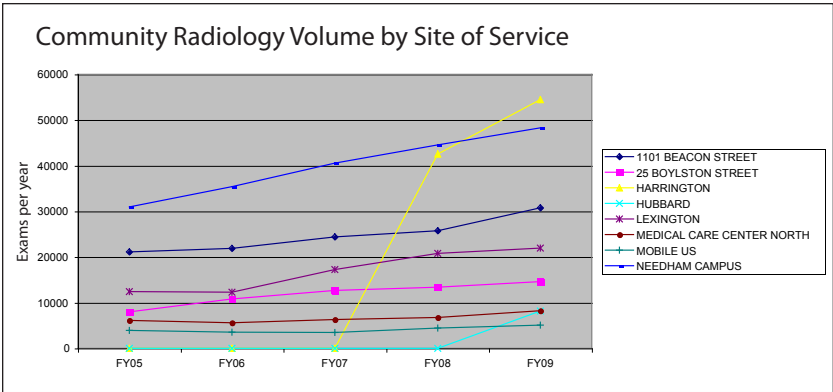
25 Boylston Street

1101 Beacon

Mobile Ultrasound



Construction of the new 20,000 sq. ft. Charlton site is expected to be completed in Feb. 2010



Did you know.... Organizations can enhance safety by correctly identifying the patient, the appropriate procedure, and the correct site of the procedure? The Joint Commission terms this verification process **“Universal Protocol”**.

There are 2 parts to Universal Protocol: **1)** pre-procedure verification **2)** performing time outs before procedures.

Here’s how we did last year on time outs:

	Radiology Time Outs				
	Q1	Q2	Q3	Q4	Overall
Observation (n=77)	100%	71%	95%	100%	81%
Documentation Review (n=618)	94%	100%	100%	100%	98%

Each month, periodic direct observations are performed on procedures requiring time outs. In addition, we have monthly chart reviews to ensure compliance with documenting time outs. There is room for improvement. In an upcoming Grand Rounds, we will be reviewing the importance of Universal Protocol in our procedural areas and processes and tools to ensure compliance. More to come!

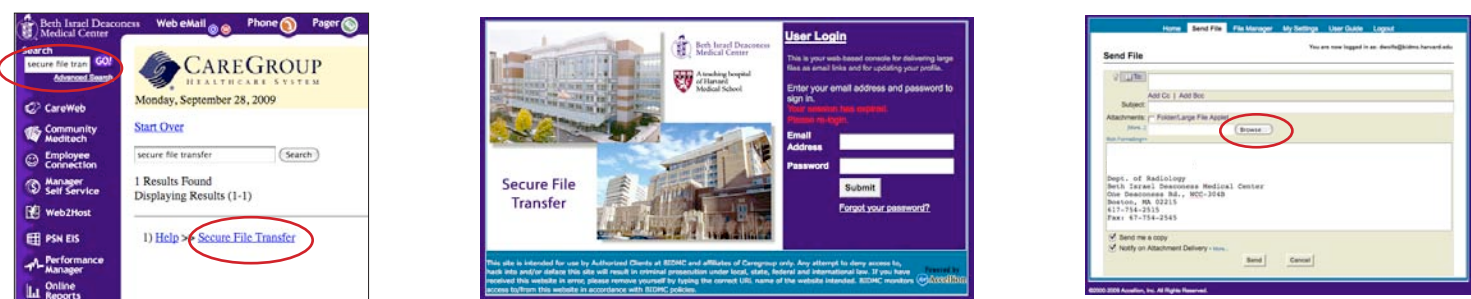
Did you know.... That there is more to learn about **Secure File Transfer?**

In the October newsletter, we presented the basics of using Secure File Transfer to send and receive large and multiple files using the hospital’s server. Here in **Part 2**, Using Secure File Transfer from OUTSIDE Caregroup, we list the steps to allow a non-Caregroup user to send/receive large files from BIDMC. This is handy for sending large files to printers, publishers, research collaborators, or other outside parties we do business with. The following uses a dummy file to set up an account for your non-Caregroup recipient.

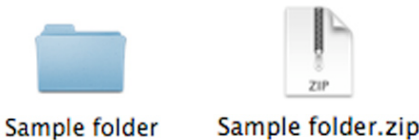
- 1) Go to the Secure File Transfer URL: <https://transfer.bidmc.harvard.edu/> (or type in “secure file transfer” in the Caregroup portal search box, see below)
- 2) Log On with your normal email address and password
- 3) In the **To** box, type in the email address of the recipient (e.g., recipient@gmail.com)
- 4) Create a dummy file called “test.txt” (use WordPad for PC, Text Edit for Mac, or MsWord and Save As “text only”) and save it to your desktop.
- 5) Use the **Browse** button to navigate to the dummy file and click **Open** to upload (attach) it.
- 6) Press **Send**.
- 7) Upon receipt of this email, have your recipient click on the “attachment” link to download the dummy file. As your recipient has never used this system before, the Secure File Transfer server will send another email with an authentication code.
- 8) Your recipient can now use this code to create an account for sending and receiving large files from anyone at Caregroup.

NOTE that Secure File Transfer does not allow attachments to be forwarded, e.g., you cannot forward the e-mail to anyone else or even to a different email account of your own. You will receive an error message saying this new address is not the original intended recipient.

Part 1: Secure File Transfer, Basics



- 1) On the Caregroup Portal, type “secure file transfer” in the Search box and click on the link.
- 2) At the User Login screen, type in your email address and ITS password and click **Submit**.
- 3) Type in the recipient’s e-mail address. (If you use the directory to look someone up, you will notice several addresses for each name. Make sure you use the normal email address with the 8-letter convention; otherwise, the receiver will have problems accessing your attachment. The system will remember the address you used and will automatically call it up once you start typing.)
- 4) Click the **Browse** button to navigate to the file you want to send - usually on the desktop. Click **Open** to upload (attach) it.
 - You can upload up to 10 attachments but the best way to send multiple files is to place them all in a folder and “zip” them. On a PC, this means right-clicking on the folder, click on **Send To** and click on **Compressed (zipped) folder**. You will now have a new file on your desktop with the same name as your folder but with .zip at the end.



- 5) Upload your single file or your zipped folder onto the secure file transfer and your folder full of files/images will be downloaded by your recipient in only one click!

Did you know.... is a monthly feature designed to keep us up to date on necessary and relevant policies. Please contact Lynn Darrah, MSPT, MHA, Radiology Quality Management Team at ldarrah@bidmc.harvard.edu for more information.

2009 Notable Publications from our Faculty Members
[New citations in Blue]. *We do a monthly PubMed search for new BIDMC publications and may miss those in which your affiliation is not noted. If we miss your paper, please send the reference to dwolfe@bidmc.harvard.edu to be included in next month's issue.*

Akram K, **Parker JA, Donohoe K, Kolodny G.** Role of single photon emission computed tomography/computed tomography in localization of ectopic parathyroid adenoma: a pictorial case series and review of the current literature. Clin Nucl Med. 2009 Aug;34(8):500-2.

Anderson SW, Kruskal JB, Kane RA. Benign hepatic tumors and iatrogenic pseudotumors. Radiographics 2009; 29:211-229.

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Appelbaum E, **Manning WJ.** Science to practice: can the combination of resting first-pass myocardial perfusion and late gadolinium-enhanced cardiovascular MR imaging help identify myocardial infarction resulting from coronary microembolization? Radiology 2009; 250:609-611.

Appelbaum L, **Kane RA, Kruskal JB, Romero J**, Sosna J. Focal hepatic lesions: US-guided biopsy--lessons from review of cytologic and pathologic examination results. Radiology 2009; 250:453-458

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Bhadelia RA, Price LL, Tedesco KL, Scott T, Qiu WQ, Patz S, Folstein M, Rosenberg I, Caplan LR, Bergethon P. Diffusion tensor imaging, white matter lesions, the corpus callosum, and gait in the elderly. Stroke. 2009 Dec;40(12):3816-20. Epub 2009 Oct 1.

Blaha M, Budoff MJ, Shaw LJ, Khosa F, Rumberger JA, Berman D, Callister T, Raggi P, Blumenthal RS, Nasir K. Absence of coronary artery calcification and all-cause mortality. JACC Cardiovasc Imaging. 2009 Jun;2(6):692-700.

Boiselle PM, O'Donnell CR, **Bankier AA**, Ernst A, Millet ME, Potemkin A, Loring SH. Tracheal collapsibility in healthy volunteers during forced expiration: assessment with multidetector CT. Radiology. 2009 Jul;252(1):255-62. Epub 2009 May 6.

Boiselle PM. Second World Congress of Thoracic Imaging: congratulations and a challenge for abstract authors. J Thorac Imaging. 2009 Aug;24(3):161.

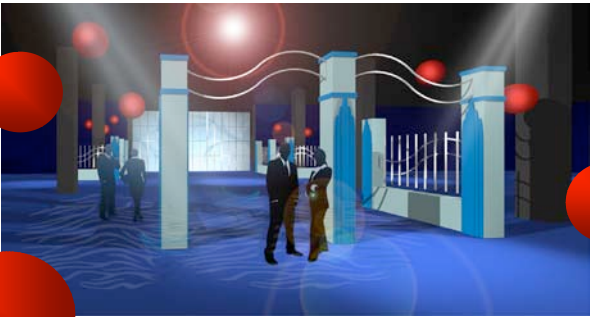
Boiselle PM. Looking back (and) to the future. J Thorac Imaging. 2009 Nov;24(4):249.

Brodoefel H, Burgstahler C, Heuschmid M, Reimann A, Khosa F, Kopp A, Schroeder S, Claussen CD, **Clouse ME.** Accuracy of dual-source CT in the characterisation of non-calcified plaque: use of a colour-coded analysis compared with virtual histology intravascular ultrasound. Br J Radiol. 2009 Oct;82(982):805-12. Epub 2009 Mar 30.

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A message from our Holiday Committee:

Please RSVP Immediately



*The Radiologists Of Beth Israel
Deaconess Medical Center
Invite You and A Guest
To The 2009 Holiday Party
Holiday Dazzle*

Commonwealth Hall, Seaport World Trade Center
Friday, December 11, 2009

Cocktails and Hors d'oeuvres 7:00 – 8:00 p.m.
Dinner and Dancing 8:00 p.m. – Midnight

Self-parking \$19 • Valet parking \$31
Overnight parking (self \$31) (valet \$34)

Please RSVP no later than by December 8th
To Richard Jennette
rjennett@bidmc.harvard.edu

Brook OR, Beck-Razi N, Abadi S, Filatov J, Ilivitzki A, **Litmanovich D**, Gaitini D. Sonographic detection of pneumothorax by radiology residents as part of extended focused assessment with sonography for trauma. J Ultrasound Med. 2009 Jun;28(6):749-55.

Brown DB, Cardella JF, Sacks D, **Goldberg SN**, et al. Millward SF, Quality improvement guidelines for transhepatic arterial chemoembolization, embolization, and chemotherapeutic infusion for hepatic malignancy. J Vasc Interv Radiol. 2009 Jul;20(7 Suppl):S219-S226, S226.e1-10.

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