Welcome William (Bill) Hallett to the BIDMC Family

FROM THE CHIEF
Jonathan B. Kruskal, MD PhD

**Radical Views... from the Department of Radiology**  November 2011

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<td>7:30 - 9:00 Cardiac Imaging Week</td>
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<td>7:30 - 9:00 Professionalism (Dr. Slanetz)</td>
<td>8:00 - 9:00 Grand Rounds: QA-IT Security (Dr. Jesse Wei)</td>
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<td>3:00-4:00 ED section meeting (monthly) (ED annex, WCC)</td>
<td>1:00-2:00 MRI meeting (Weekly) (TCC-484)</td>
<td>11:00-12:00 MSK clinical conference</td>
<td>12:00 - 1:30 Abd (WCC-354)</td>
<td>5:00-7:00 Residents &amp; Fellows Autumn Social event, Shapiro 484 (East Campus)</td>
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<td>Sheila Blalock 4-2506</td>
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<td>12:00-1:00 Thoracic Imaging, GI Oncology/GU Oncology</td>
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**DEPARTMENTAL NEWS, AWARDS & HONORS**

- **RSNA**
  As usual, we are well-represented at RSNA with educational and scientific exhibits, refresher courses and storyboards. Also this year, at our alumni cocktail reception on Tuesday, Nov. 29, we will be joined by Mr. Otha Linton, who will be signing copies of “Radiology at BIDMC: A History” a long-awaited book originally commissioned by former radiologist-in-chief Herbert Kressel. Invitations to this historic event have been sent via e-mail. Please RSVP to Andrea Baxter as soon as possible.

- **Welcome William (Bill) Hallett to the BIDMC Family**
  Bill assumed the position of Director of Radiology at BIDNeedham on September 6th and comes to us from Caritas Good Samaritan Medical Center where he held the position of Director of Diagnostic and Interventional Imaging for the past 11 years. In this position he was responsible for all imaging services related to diagnostic radiology, interventional radiology, MRI, CT Scan, Ultrasound, Women’s Imaging and Nuclear Medicine. He also developed a 3D imaging lab to include new Cardiac CTA procedures. Prior to his position at Good Sam, Bill was Director of Radiology at Faulkner Hospital for several years. At BIDN Bill will be responsible for the Radiology department operations by focusing on improving processes, customer service, financial performance and technology. Although some modalities are current, having been installed in the last couple of years, some equipment is obsolete. The plan is to begin equipment replacement in early 2012 with Needham’s first DR radiographic room. In joining BIDN, Bill comes full circle, having started his career in Radiology at BIDMC.

**Flu Shot Reminder**

Our requirement is 100% vaccination for employees in patient care areas, so this year influenza vaccination will be mandatory for staff who are Health Care Worker 1, 2 and 3. For those with non-patient contact jobs, our goal is 100% response, similar to last year’s requirements. Overall, the goal is to increase the vaccination rate of all staff to help protect our patients and each other from the flu. Click here for a page from Flu Central [https://portal.bidmc.org/intranets/Clinical/Flu-Agilis/Vaccination.aspx](https://portal.bidmc.org/intranets/Clinical/Flu-Agilis/Vaccination.aspx) on the BIDMC Portal that helps you determine your flu shot options.
**Congratulations to our shining trainees**

**Yiming Gao** was named the "2011 American Association for Women Radiologists Research and Education Foundation Member-in-Training Award in Diagnostic Radiology".

**Mai-Lan Ho** won the Stephen A. Kieffer Award for Best Trainee Presentation at the Eastern Society of Neuroradiology for her presentation, "Clinico-Radiologic Correlation of Invasive Fungal Disease in the Head and Neck." (Chatham, MA September 2011)

Carole Ridge received an Honorable Mention for her presentation at the North American Society for Cardiovascular Imaging 39th Annual Meeting, Baltimore, MD, September 2011

**Congratulations Rola Shaheen**, Breast Imager and Chief of Radiology at Harrington Memorial Hospital

Dr. Shaheen and her 20 fellow Heroes From the Field (and 34 Leaders in Quality) will be honored at an awards ceremony and breakfast on Nov 4 at the Boston Marriott Hotel, Copley Place.

**Congratulations Ronald Eisenberg!**

In addition to his medical and legal degrees which have helped him become sought after expert in medical-legal issues such as malpractice, Dr. Eisenberg just earned a Doctor of Science in Jewish Studies from the Spertus Institute in Chicago. Over the course of his 15 years at Spertus, Dr. Eisenberg was able to transform his studies into 6 books on Judaica and graduates with an enhanced expertise in medical ethics.

Dr. Eisenberg has also just published *Comprehensive Radiographic Pathology* (5th edition) text and workbook, which covers the disease processes most frequently diagnosed with medical imaging. (Mosby publishing, Sept 2011)
On Friday Oct. 7th, we celebrated the 5th annual Sven Paulin Lecture presented by Dr. Albert de Roos, Professor of Radiology at Leiden University Medical Center, the Netherlands. Dr. Roos presented *MRI in the Metabolic Syndrome: Heart, Kidney, Brain* at the Sherman Auditorium and this was followed by a breakfast reception in honor of Dr. Paulin’s 85th birthday!

(During the lecture)

(Above left and right) Diana Litmanovich and Warren Manning provided introductions to both Sven Paulin and Albert de Roos (left) and then there was time for toasting Sven Paulin’s lifetime of achievement surrounded by his family, friends and colleagues. Below, Dr. Paulin stands proudly with successive Radiology department chairmen, Melvin Clouse (left), Herbert Kressel (right) and Jonathan Kruskal (far right); and finally, he has a moment with his Thoracic Imaging colleagues, Phil Boiselle and Diana Litmanovich.
DEPARTMENTAL NEWS, AWARDS & HONORS

- Outreach at Dedham Health and Athletic Center

Jane Corey and her team at Chestnut Hill, a BIDMC Community Radiology site, have mounted two outreach efforts in the Dedham area which have been successful in increasing awareness of our services and in educating the public in a community setting.

Mass Vein Care recently expanded its service locations to include Dedham. We are now offering the services of consults, follow-up visits and cosmetic spider vein treatment at Dedham Health and Athletic Complex, 200 Providence Highway in Dedham. Mass Vein Care, staffed by Dr. Felipe Collares and Linda Paul, NP, offers appointments on Tuesday at the new Dedham location, in addition to Monday and Wednesday at our Mass Vein Care office in Chestnut Hill.

On September 27, 2011 Mass Vein Care, in partnership with Dedham Health and Athletic Complex, hosted a “free screening event” for the evaluation of leg varicose and spider veins.

Mass Vein Care will be hosting another complimentary screening event on Tuesday, November 8th from noon to 8 pm in Dedham. This is open to both athletic club members and family members of the Radiology Department. Please call radiology reception in Chestnut Hill to find out more or to schedule your complimentary consult/screening on Tuesday, November 8th, or a day of your choice at either location: 617-754-0313 (4-0313). Visit us on the 2nd floor, Medical Suite 203-204, Dedham Health and Athletic Complex. Ample onsite free parking!

Not familiar with the Mass Vein Care Program? This service is an extension of our Interventional Radiology Section. The purpose of the program is to evaluate and potentially treat leg varicose and cosmetic spider veins. Some of the symptoms include: heaviness, fatigue, restless leg, aching, burning, itching and some associated swelling. Most symptomatic varicose vein concerns are covered by your insurance provider; cosmetic spider vein treatment is a non-covered service by all insurance providers. Mass Vein Care is extending a 30% discount to all Radiology members for the treatment of cosmetic spider veins,

Free screening event at Dedham Health & Athletic Complex was held on 9/27 and we saw 22 patients that preregistered for consults! We are now seeing some folks for scheduled exams and procedures. It also gave us the opportunity to make several presentations throughout the day and members appreciated the chance for questions and answers with Dr. Collares and Linda Paul.

Not Everything is PINK

Benign Breast Lumps

❖ What’s the most common lump in a young woman?
❖ How do you do that breast self-exam thing?
❖ 3D breast imaging - what’s that?
Join us for an evening of fun and learning!
Get your questions answered by
Dr. Valerie Fein-Zachary
Co-Director, Breast Imaging Fellowship Program
Beth Israel Deaconess Medical Center

On Tuesday, Oct. 25th, Valerie Fein-Zachary gave a talk for Breast Cancer Awareness month, also at Dedham Health and Athletic Club. We had a small gathering of about 13 folks for the presentation in a comfortable room but we had approximately 20 club members stop by and pick up material so we are encouraged in our first outreach attempt.
MRI has just celebrated "What’s the Big Idea" idea system’s first year. We celebrated our first year of existence on September 30th, and October 1st. The concept of the “What’s the BIG IDEA” was to generate staff recommendations for improvements in procedural, operations, staff satisfaction and patient experience within our MRI division.

The festivities recognize all the BIG IDEAS submitted and implemented throughout the year and we voted to celebrate one in each of these categories: most measurable and positive impact on MRI department operations, which best reflect the high standards and noble purposes of the Idea system itself, and the idea which best helped improve overall patient care in terms of safety, comfort, and exam quality. The winners were:

1. Emily DeFalco  MR tech for the Mobile Point of Care testing, which decreased delays in patient wait time and traveling to west.

2. Benjamin Jenkins  for the waterbubbler at the west for techs.

3. Anonymous - Bernice Reznick accepted the gift for this idea that was submitted anonymously: a blanket warmer for the patients, since our rooms are always freezing.

Hopefully, these ideas will serve as examples of how we, as a team, can harness our talents, energies and drive to improve our work environment and to be the best MRI department in Boston.

Overall
Changes in the S:\Radiology Drive

As you all know, the Radiology shared folder within the S:\Radiology drive on your desktop, is a valuable network resource for data sharing within Radiology. This folder has been highly utilized by different sections and user groups as a central location for data exchange and file sharing for clinical, research and administrative purposes. Since every Radiology user has access to this folder, lots and lots of files have been stored in this shared folder over the past two decades. Today, the size of the folder exceeds 0.6 TB (600 GB), which makes the folder sluggish and sometimes inaccessible. In addition, we also discovered that some of the data being placed in this shared folder are inappropriate for open access, particularly files containing confidential personal data and patient information. A small workgroup including members from our department and a liaison from the IS Helpdesk is now working on a new policy for better utilization of this shared folder. Here is a summary of the new policy for using the S:\Radiology shared folder.

1. The shared folder will continue to be accessible by all Radiology users.
2. A list of Top folders WILL be created within the shared folder for each section and workgroup by administrators ONLY. For example:
   S:\Radiology\CT, US, MRI, etc. for sections/modalities
   S:\Radiology\Residents, Fellows, MediaLab, etc. for other workgroups
3. A point person will be assigned for each Top folder. The section chief or head of the workgroup is responsible to designate this point person.
4. The point persons will control user access to their own top folder and is responsible for appropriateness of the contents
5. Users can create subfolders within the top folders

To complete this new folder structure, administrators will be contacting the chiefs and workgroup heads to designate their point persons to help create the top folders and organize the existing data files. If you have any questions, please contact:

Chun-Shan Yam
Director of Computing
Beth Israel Deaconess Medical Center, WCC-306
617-754-2511

Do you know... Olivia Marie Telischak? She's new here.

Kristen and I are proud to announce that Olivia Marie Telischak has arrived! She was born on October 18th at 9:20pm weighing 6 lbs 2oz and measuring 19 1/2 inches. Both mom and baby are doing great. We think she is perfect.

- Nick Telischak, 3rd yr resident

At BIDMC, November is imaging month. Posters and special events honor our technologists.
KUDOS - Please join us in congratulating the following staff for outstanding patient care and service

CT
Kristen Montana, Michael Jones and Jon Niedzwiecki are being recognized by our Supervisor leadership. Kristen for consistency and always being ready to work, Michael for providing excellent customer service to a recent patient that was added on to the schedule who in her own words said Michael “You’re a superstar. Bless your heart.” and John for his high level of motivation in the busy ED setting and consistently jumping in to help, whether it’s to move a patient, set up the room or clean, John is always there getting the work done.

Usama Abraham is being recognized for the great work in scheduling and staffing the CT department over another challenging summer of vacations, LOA’s, vacancies and many unplanned events. It’s a thankless difficult job and many times Usama passed on his own personal time off to either be at the hospital as back up to the Techs or be available by phone to provide guidance. Thank you Usama.

DX
Dave Delpeche covered the Labor Day holiday II-7a shift on short notice. He also worked as the lone TA for the shift, so he was performing double duty! Without his coverage the shift would have been without transport for ED patients.

IR/INR
Ruben Castor for his commitment to work. Marilyn Plaistowe, Virginia Benway, Patricia MacDonald, and Breige Kerr for embracing the challenges and hard work from our lean project, “IR Ideal State” and being ambassadors to the staff and committed to improve the workflow and patient care in IR.

Image Archive/PACS
The Image Archive department recognizes Anika Manigo, Maryann Michalik, and Susan Nelson for displaying true diligence and camaraderie in a situation where it was not necessarily needed, but greatly appreciated. The events that took place on the morning of September 4, 2011, when we were extremely short-staffed, show their true character and tenacity for doing the right thing, and going above and beyond when the situation called for it.

Nursing
Ann Marie Cathcart temporarily left her role as the RCU resource to cover the non-NP responsibilities of the CT NP (position vacant) and the Ultrasound NP (out on maternity leave). She has shown true commitment to the department coming out of her comfort zone to learn new responsibilities and gain a better understanding of the whole patient experience. She has taken on this challenge with true professionalism and has been well received.

Diana Daley has shown initiative in her role as educator finding opportunities to instruct staff in mock codes, scheduling staff in-services and new physician orientation. She continues to spear head the annual Radiology TB testing streamlining the process every year to meet departmental needs. She also has incorporated new Joint Commission requirements into our practice standards, facilitating staff compliance.

Thao Bui has been extremely flexible and accommodating to the needs of the Unit. She has floated to the RCU to cover sick calls, oriented float pool staff, and moved from campus to campus mid-day depending on need. She always maintains a pleasant patient centered focus.

The medical center and the Radiology department has experienced several regulatory visits over this past year from TJC, CMS and DPH. Bridget O’Bryan-Alberts has taken a significant leadership role in each of these visits resulting in a positive and learning experience for the department.

Ultrasound
In the spring we needed to implement a new process to disinfect some of our transducers. The process was very involved and tedious. Juanita Cook made a heroic effort in putting together information for staff education. The information was used in our department and then shared with other areas because it was so well done. Juanita followed up with individual educational sessions with staff training them in the process. It was an excellent effort she put forth to meet the May 15 deadline.

Mike DeAngelis has consistently been the staff that will always step up and fit one more patient in. He does this and does it in a very pleasant manner. He will always go the extra mile for a patient. In the work area Mike has very good judgment on assessing the workflow. He quickly responds when Ultrasound services are needed. Mike also can rally his coworkers during stressful times and help balance the workload.
KUDOS - Please join us in congratulating the following staff for outstanding patient care and service

Ultrasound - cont’d-

This summer has been a challenge trying to cover hours that staff has been out on LOAs. Katie Awalt has been very responsive covering many shifts. Katie will pick up a variety of shifts including the more difficult to cover overnight or weekend shifts. She has been very helpful again this year.

Beth Bythrow has been one of the most responsive staff members covering extra hours throughout the summer. We have had an unprecedented number of LOAs at the same time as high vacation periods. Beth has picked up a significant number of shifts that has been very helpful. At times when I could not fill a shift Beth would always offer that if I couldn’t get anyone to cover then she would.

Maeva Stockbridge has stepped up her support of our Ultrasound students since our program coordinator has been out on a LOA. The students needed to know that we would increase our support for them during this time. Maeva has been very attentive to the students and successfully provided the needed attention.

Ellen Howe has made extra efforts with the students during the program coordinators LOA. She has provided additional support while assisting with their interesting case reviews and monitoring their quizzes. Ellen provided a positive environment while we make every effort to keep the students on track with their clinical work.

Dana Kohlstrom has been very involved this year developing an ergonomic training program with Physical Therapy to prevent sonographer injuries. Dana has worked passionately to complete a module that staff would find helpful in their scanning postures. The goal is twofold, first to improve existing bad habits but also to train new staff just starting out and to decrease pain and injuries.

Nora Sullivan has been very intent on helping to develop our MSK US program. She had a few ideas to get the word out and market our new Ultrasound specialty exams. Nora was persistent in gathering the appropriate information to promote these new exams. She was the force behind our new Ultrasound MSK pamphlets that we will be distributing to some physician offices in the next few weeks.

Sheila Nadeau has been very flexible in picking up some of the more difficult shifts to cover. We have had an overnight staff member out on an LOA for a few months now. Sheila has picked up many of these shifts and she has been very helpful and supportive.

Support Services

Verneak Robinson-Haynes has been participating in the Integrated Breast Center Project over the past several months. Verneak has been a real contributor to the process. In the past event we did simulations with real patients experience with our test scripts. Verneak not only fully participated in the simulations, but she then tried out some of the patient’s feedback when she went back to the phones that afternoon. This initiative provided excellent immediate feedback to the project.

Keecha Guerrier is this month’s recipient of the Radiology Support Services Quality Spot on for Service Excellence Initiative Program.

Gabriel Class, Gloria Martinez and Deolinda Depina are bilingual schedulers in the Radiology call center and are called upon more and more to assist with non-English speaking patients, who would normally receive assistance through the Interpreter Services Dept. with scheduling of appointment and prep information. This additional scope of work has increased the workload for staff with this skill set, but has been beneficial for the Department in the form of efficiency.

Adriano Carvalho, Melissa Carvalho and Valdir Depina Brandao are our bilingual reception staff and are consistently called upon to assist with patients who require additional assistance with the filling out of questionnaires, interpretation and general questions during the check in or waiting period. This valued skill set enhances our customer service effectiveness and efficiency in providing quality customer service.

Amanda Martin works as the ED coordinator and is able to juggle priorities and keep the workflow running smoothly. She goes above and beyond in keeping an eye on the area and notifying the staff and managers when she sees concerns, and more importantly opportunities to improve. A recent example is when the ED MDs were ordering the wrong exam code which caused confusion and delays. She brought this to my attention and after investigation we were able to correct the ordering info for the exam.

EVS

Angela Oliveira and Michael McHugh are stars! They are work the day and eve hours on West CC3 and together they keep our floor immaculate! We can be assured that all areas are kept clean and stocked with necessary supplies. You can always tell when either Angela or Michael has the day off - things just aren’t the same. Both Angela and Michael are very pleasant and willing to address problems. We love having Angela and Michael as unofficial members of Radiology!
We are adding a new section to the newsletter called the McKesson Corner. McKesson is the name of the company that the Radiology professional practice group (HMFP) contracts with for diagnosis coding, allowables monitoring, revenue cycle management, accounts receivable, insurance denials, compliance and reporting for the Radiology practice.

The content of this section is submitted by Kathleen West, McKesson's Director of Account Management, who oversees Radiology's account. During this time of revenue and utilization reductions, compliance scrutiny and increasing payer denials, our partnership with McKesson has been critical to our ability to maintain our financial stability.

Congress is currently reviewing the first report from the CMS Recovery Audit Program. In fiscal year 2010, the RAC audits identified and corrected $75 million in overpayments and $16.9 million in underpayments. The report also identified the top ways improper payments occurred which included payment for services where submitted documentation did not support the service ordered. You can view the full report at the link below.


Ensuring your documentation supports the service performed will help your practice avoid the Recovery Audit Program from considering payment for your services improper. Below are documentation requirement reminders according to the AMA and CMS:

- **For a Complete Abdominal Ultrasound** to be charged the following organs must all be documented:
  - Liver
  - Gall Bladder
  - Common Bile Duct
  - Pancreas
  - Spleen
  - Kidneys
  - Upper Abdominal Aorta
  - Inferior Vena Cava

- **For Complete Retroperitoneal Ultrasound** to be charged the following organs must all be documented:
  - **Retroperitoneal**
    - Kidneys
    - Abdominal Aorta
    - Common iliac artery origins
    - Inferior Vena Cava
  - **Retroperitoneal for Urinary Tract Symptoms**
    - Kidneys
    - Urinary Bladder

- **For a Complete Ultrasound of the Extremities** to be charged the following organs must all be documented:
  - Joint specific that includes:
    - Muscle
    - Tendons
    - Joint
    - Other soft tissue structures
    - Any identifiable abnormality

- **For a Duplex Study** to be charged:
  - The study and documentation includes both spectral and color Doppler.
  - A duplex study should not be reported when color Doppler is performed without spectral Doppler to identify anatomic structures during a non-vascular ultrasound study.
    - For example the technologist switches on the color Doppler briefly to check for flow in the ovarian arteries. Report only the pelvic US code (e.g. 76856)
  - The 59 Modifier is required to override CCI Edit in order to bill Doppler in addition to Diagnostic real time US.
  - Medical Necessity must be documented and there should be an order for both studies
2011 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 dwolf@bidmc.harvard.edu to be included in next month’s issue. Please note that publications do not always appear in Pubmed in the same month they are actually published.


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2011 Publications from our Faculty Members

New citations in Blue.


Van Wij, English, Spanish.


**Poster Production TIPS:**

Poster text (including figure legends and references) should be sent as a **Microsoft word document**. Include the required poster dimensions and any instructions from the conference organizer.

Tables are ok to embed but **Excel graphs or figures** should be sent as original Excel files. Save **mathematical formulae** as a picture file (.jpg)

For optimum image quality:

- Do not embed figures in the word file, send as separate files or burn a CD (1 folder, all figures sequentially labeled Fig 1a, 1b, 2, etc.)
- Delete all identifying patient information
- Non BIDMC or Harvard logos must be high-res
- Figures in PowerPoint are discouraged

Contact Donna Wolfe or Michael Larson if you would like to learn how to do any of this.

**Tips for Saving Images from PACS**

**Thanks to B. James Hamilton, RIS Apps Specialist (7-9555)**

Open study within PACS

Click the Exam Functions drop down menu

Choose Send

Click Export Images tab

Change Method to Email

Choose format: .jpg and .tif are recommended

Enter a title under Image Prefix (e.g., the clip #)

Click email icon

Enter email destination

Click send

Note that patient information is removed from images received via e-mail EXCEPT for Ultrasound images because patient information is embedded in the images themselves. (Thanks to Dr. Debbie Levine for this clarification)

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Check out Halloween at 1101 Beacon Street!