



# Radical Views...

from the Department of Radiology

Volume 8, Number 12  
**JUNE 2016**



Beth Israel Deaconess  
Medical Center



HARVARD MEDICAL SCHOOL  
TEACHING HOSPITAL



**Bettina Siewert, MD**  
Executive Vice Chair &  
Vice Chair of Quality

From: "Siewert, Bettina"  
Date: Friday, May 13, 2016 at 4:41 PM  
To: Radiology Hospital List  
Subject: Thank you for your help during the  
TJC visit!!!

Dear all,

This afternoon the Joint Commission  
completed their visit of BIDMC. Thanks to  
everybody's hard work including extensive

preparation by Donna Hallett and our managers, we were very well  
organized. This was a great team effort and thanks to all of you, the  
visit was a huge success!!!

We would like to acknowledge our staff who interacted directly with  
the surveyors and who showcased the great work that we do in an  
exemplary fashion:

**Chestnut Hill: Bob Butler** (kept us up-to-date with what questions  
were being asked and demonstrating how closely tied CNH is to the  
medical center)

**Ultrasound: Julie Robens, Ellen Howe, Bernadette Kennedy**  
(demonstrating high level disinfection)

**CT: Janet Riley, Tim Parritt** (step by step walk through from ordering  
a study, protocoling through radiology report, CT policy review)

**Nuclear medicine: Jeff English, Kenni Lai, Nicole Ford, Jim Conklin,  
Matt Palmer** (patient education on PET-CT, radio-isotope safety,  
policy review, radiation safety)

**Vascular interventional: Maggie Cybulska, Jennifer Terrizi,  
Jefferson Roach**, (universal time-out protocol), **Dana Bordenave,  
Javier Perez-Rodriguez, Olga Brook** (pre-procedure assessment,  
medical record documentation)

**Nursing: Gina Tedesco** (patient education and teaching module for  
port placement, Gina had the pleasure of speaking to 2 surveyors!!!)  
**Ann Marie Cathcart** (patient care in the RCU, medication  
management)

**MRI: Jim Zheng** (MRI policy review)

We would also like to thank **Tao Bui, Ann Marie Cathcart** and **Peter  
Cousins** for facilitating communication among radiology staff; **Kevin  
Sands** for ridding us of expired supplies on Monday and having lead  
aprons at the ready for inspection; **Bridget O'Bryan Alberts** and  
**Donna Hallett** for joining the walk-about with the surveyor and  
keeping us on a steady course.

We really appreciate everybody's dedication to patient care and  
safety.

Sincerely,

Bettina and Suzanne

## BIDMC – Joint Commission Survey

### 27 Surveyors in Total

- Survey Team included:
  - Administrator - 5 Days
  - Physician - 5 Days
  - Nurse - 5 Days
  - Generalist - 5 Days
  - Ambulatory Specialist - 3 Days
  - Life Safety Specialist - 4 Days



### While they were here . . .

- Visited 80 Units and Care Areas
- Spoke with >300 BIDMC Staff
- Reviewed Systems and Structures to Support
  - Infection Control
  - Medical Staff Functions
  - Emergency Management and Response
  - Environment of Care
  - Governance/Leadership
  - Medication Management

Approximately  
270 Standards  
2000 Elements of Performance

### Hospital wide results:

1 Conditional finding  
34 Requirements for Improvement (RFI)  
Radiology: No Findings

- What does this mean?
- It means the Joint Commission will be returning before  
July 1st to see that the conditional finding has been  
addressed.
- Below are the areas of focus and the next steps to  
address the RFIs - more to come.

### Next Steps for All

Chapter	Findings
Human Resources	<ul style="list-style-type: none"> <li>Staff Competency for RCU</li> <li>Oversight of External Factors: Personnel</li> <li>Interpreter Services and Role of Bilingual Staff in Communicating Health Related Information</li> </ul>
Infection Control	<ul style="list-style-type: none"> <li>Overall Cleanliness of Environment (non-patient care areas only)</li> <li>High level disinfection - Staff Training AND standard equipment check</li> </ul>
Medication Management	<ul style="list-style-type: none"> <li>Patient Specific Orders in Pre-Op Areas</li> <li>Therapeutic Regimen</li> </ul>
Provision of Care	<ul style="list-style-type: none"> <li>Orders for Oxygen Therapy</li> <li>Care Planning</li> <li>Accreditation Kitchen Stock (used for Explanations)</li> </ul>
Record of Care	<ul style="list-style-type: none"> <li>Improve Authentication of Entries - Prompts on Forms, Notes, etc.</li> </ul>
Medical Staff	<ul style="list-style-type: none"> <li>Annual Professional Performance Evaluation</li> </ul>
Rights of the individual	<ul style="list-style-type: none"> <li>Consent for Procedures Documentation</li> </ul>

Dear All:

I'd like to echo the congratulations and thank you's  
from Suzanne and Bettina. Our terrific success and  
incredible showing this week was in large part thanks  
to everybody in our Department, but I would be  
remiss if we didn't acknowledge the remarkable  
sustained efforts by Suzanne and Bettina, supported  
in large way by Bridget and Donna and all of our  
managers. This was a team effort that worked so  
well, and each of you should feel so proud about the  
many ways you contributed. I have never seen people  
wanting to meet the JC visitors, wanting to show how  
well we perform, and hoping they would arrive in our  
department so we could share our best practices with  
them. They certainly visited us, several times in fact,  
and were very impressed each time. We knew they  
would be. The feedback I received from the JC team  
about radiology was superb and they highlighted the  
many best practices we have developed, and which  
they will share.

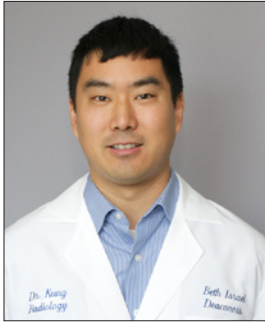
To all of you who may have actively contributed, or  
covered services whilst others did, my most sincere  
thank you and congratulations.

This was nothing short of a truly masterful  
performance by the radiology team.

Thank you all,

Jonny

# Radiology Achievements 2016



Justin Kung, MD

Dear All:

I am delighted to announce that **Justin Kung, MD**, has been appointed as our Director of Radiology Network Integration, a new role that will integrate and expand service coverage for our ambulatory, community and acute care imaging services. In this capacity, Justin will also join our Radiology Executive Committee, emphasizing the importance that effective

integration will play as we strive to provide care across an ever expanding geography.

Justin will also assume umbrella administrative oversight of our acute care imaging services, including those at existing community sites, community ED sites and urgent care centers, and our Emergency Radiology sections. Working in conjunction with the Community Site Chiefs and Emergency Radiology Chief he will work to develop and implement a 24/7 service model to meet the needs of our growing network.

A graduate of Brown University, Dr. Kung completed medical school at the University of Pennsylvania. Upon completion of radiology residency and fellowship here at BIDMC, he joined the staff in the Musculoskeletal and Community Divisions. In 2011, Justin became an Associate Director of our Radiology Residency Program and Chairman of the Clinical Competency Committee. In 2015, he became Director of Radiology of the Harrington Healthcare System, where he expanded our service lines including initiation of a successful Lung Cancer Screening program.

As Justin steps into the role, I want to acknowledge the tremendous and dedicated work that Vice Chair for Community Network Services **Peter Gordon** has put into strengthening and further developing our community division. Peter has been a staunch advocate for customer service excellence, and has been a tireless champion for our community imaging team. Many of you may not know but Peter played a pivotal role in helping us to acquire our new PACS and RIS system. Peter will be retiring in just under two months and is counting the days, (I suspect perfectly timing his departure to avoid implementation of the new PACS!) and he will be missed. However Justin will pick up the excellent mantle and services that Peter established.



Peter H. Gordon, MD

Please join me in congratulating Justin on this appointment, and in thanking Peter for his numerous contributions. I cannot think of anybody better suited to take on this new role than Justin.

Thank you

- Jonny

## Congratulations also to:



**Jeffrey Weinstein, MD** was selected as a recipient of the distinguished JVIR reviewer award for the year of 2015. Only 13 individuals from the collective pool of approximately 1800 JVIR peer reviewers have received this award for 2015. Highly selected peer reviewers that are being recognized in this fashion have demonstrated particular depth of content expertise, understanding of scientific detail, critical scientific review capability as well as concise

and substantive review submission ability at an exemplary level. We are hopeful you share similar appreciation and pride in Dr. Weinstein's scientific contribution of such excellence. Congratulations!

- Ziv Haskal, Professor Dr. Ziv Haskal,  
Editor in Chief, JVIR



Breast Imaging Chief **Tejas Mehta, MD** - was elected as a fellow in the American College of Radiology. Here she is at the ceremony held in Washington, DC during the 2016 ACR Meeting.

## Congratulations also to:



Inductees with SBI President Elizabeth A. Morris and Director and Chair of Fellows, Daniel Kopans, MD. L-R: Drs. Sandra Brennen, Maxine Jochelson, Elizabeth Morris, Daniel Kopans, Elissa Price, Ana Lourenco, **Vandana Dialani**.

**Vandana Dialani, MD** was made a Fellow of the Society of Breast Imaging April 7-10 SBI/ACR Breast Imaging Symposium in Austin, TX.

As Director of the Breast MRI program at BIDMC, she has worked towards creating and maintaining a quality breast MRI clinical service with ongoing breast MRI research. Some of her research includes working with the multidisciplinary breast team at BIDMC on changing management guidelines for women diagnosed with pure flat epithelial atypia on large core biopsy, based on her published research. She brings clinical and research expertise in the evaluation of new technologies. Her recent work includes research on a new technology to develop arterial spin labelling in the breast and a grant to research Diffusion weighted MRI CAD algorithm on women with dense breasts. Her recent publication includes imaging predictors of recurrence in women with high versus low recurrence scores compared to the oncotype Dx test.\*

[\*Excerpted from <https://www.sbi-online.org/Portals/0/SBI%20Fellow/Biographies%20of%20Newly%20Inducted%202016%20SBI%20Fellows.pdf>]



See page 14 for the realization of our MRI staff's dream to play at Fenway!

## RADIOLOGY SCHEDULES ARE ON THE WEB!

Radiology Attending Schedules are migrating to QGenda, a webbased scheduling system. Save the following link to access schedules at any time: [BIDRad.qgenda.com](http://BIDRad.qgenda.com). The recommended browsers are: Mozilla Firefox and Google Chrome. This link is for Department members as well as community partners and other users who regularly need access to the most recent schedules. Radiologists have additional access via a QGenda mobile app.

The [BIDRad.qgenda.com](http://BIDRad.qgenda.com) link brings you to a home screen where you can access general schedules or sub-speciality schedules. The "Main Schedule" corresponds to the schedule published by Dr. Raptopoulos and Clotell Forde. Many thanks to Dr. Raptopoulos, Dr. Mehta, Dr. Faintuch, Dr. Levenson, Dr. Hackney, Clotell Forde, Barbara Lawrence, Dawn Federman, Larry Barbaras and others who have worked to make the QGenda schedule as functional a tool as possible.

Please send your QGenda comments and suggestions to Dr. Raptopoulos [vraptopo@bidmc.harvard.edu](mailto:vraptopo@bidmc.harvard.edu) or Annamarie Monks at [amonks@bidmc.harvard.edu](mailto:amonks@bidmc.harvard.edu).

## Updated Radiology

### Staff, Trainee & Technologist Posters

are available on InfoRadiology in pdf format for viewing, downloading, and printing. New this year are **Informatics**, **Administrative**, **Support Staff** & **Community Site** posters!

Log in to the portal: <https://portal.bidmc.org/>

Click on InfoRadiology → Staff Posters

**Help us stay up-to-date:**  
Please contact Michael Larson ([mlarson1@bidmc.harvard.edu](mailto:mlarson1@bidmc.harvard.edu)) to update your staff (or any other information) on these posters



# Radiology Calendar June 2016

Check for the most up-to-date schedule at: <https://apps.bidmc.org/departments/radiology/residency/conferences/displayMonth.asp>

Mon	Tues	Wed	Thurs	Fri
Weekly <b>Mon</b> Section Meetings: 3:00-4:00 ED section meeting [ED annex, WCC]		Weekly <b>Wed</b> Section Meetings: 11:00-12:00 MSK clinical conference 12:00-1:00 CardioThoracic, GI/GU Oncology 3:00-4:00 Mammo [TCC-484]	Weekly <b>Thurs</b> Section Meetings: 12:00 - 1:30 Abd [WCC-354] 12:00-1:00 MSK	Friday Grand Rounds: 12 noon Sherman Auditorium, East Campus (unless stated otherwise)
		<b>1</b> 12:15-1:00 MRI of the inflamed pancreas (Koenraad Mortelet)	<b>2</b> 12:15-1:00 Abdominal Conference (Mike Perillo)	<b>3</b> 7:30 - 8:15 ED Exam Case Review (chiefs)  12:00-1:00 Grand Rounds: Structured Reporting (Theresa McCloud)
<b>6</b> 7:30 - 8:15 Mediastinal Masses (Phillip Boisselle)  8:15 - 9:00 Key HRCT Findings (Phillip Boisselle)	<b>7</b> 7:30 - 9:00 TBD + cases (Paul Spirn)	<b>8</b> 8:00 - 9:00 Neuro (TBD)  7:15-8:00 US meeting [WCC-304A]	<b>9</b> 7:30 - 8:15 Chest (Janneth Romero)	<b>10</b> 7:30 - 8:15 ED Exam Case Review (Chiefs)  12:00-1:00 Grand Rounds: Research in the Department of Radiology (Etta Pisano & Elodia Cole)
<b>13</b>  12:00-1:00 MRI Meeting [Ansin 2]	<b>14</b> 7:30 - 9:00 Residency Recognition Breakfast (Program Directors)  10:30-11:30 NMMI meeting [GZ-103]	<b>15</b> 7:30 - 9:00 Chest Cases (Dominique Dabreo)	<b>16</b> 6-10 pm Risa & Felix Fleischner Graduation Dinner Exchange Conference Center 212 Northern Ave., Boston	<b>17</b> 7:30 - 9:00  12:00-1:00 Grand Rounds: 23 <sup>rd</sup> Fleischner Lecture: When Machines Think: Radiology's Next Frontier (Keith Dreyer)
<b>20</b> 7:30 - 8:15 Endovascular management of PE/DVT (Salomao Faintuch)  8:15 - 9:00 Urological interventions (Olga Brook)	<b>21</b> 7:30 - 8:15 TBD (Jeffrey Weinstein)  8:15 - 9:00 Endovenous ablation (Felipe Collares) 8:00-9:00 IR Meeting [West Recovery]	<b>22</b> 7:30 - 9:00 Neuro (TBD)	<b>23</b> 7:30 - 9:00 Physics (TBD)	<b>24</b> 7:30 - 8:15 Resident Case Conference (Chiefs)
<b>27</b>	<b>28</b> 10:30-11:30 NMMI meeting [GZ-103]	<b>29</b>	<b>30</b>	



23rd Annual  
Risa & Felix  
**Fleischner**  
Graduation  
6:00 - 10:00 pm  
Thursday, June 16th, 2016  
Exchange Conference Center  
212 Northern Ave., Boston, MA

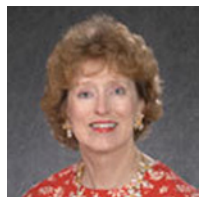
*The Gallery presents*  
**Coming soon!** *Globe Trotting by Aideen Snell, MSW*  
Globe Trotter, Mom & Manager, Service Excellence Program



Please contact Donna Wolfe if you, too would like to share your photos, paintings or sculptures: [dwolfe@bidmc.harvard.edu](mailto:dwolfe@bidmc.harvard.edu) or 4-2515

## June 2016 GRAND ROUNDS:

Friday, June 3, 2016: 12 noon - 1:00 PM Sherman Auditorium



### Structured Reporting

**Theresa McCloud, MD** - Associate Radiologist-in-Chief and Director of Education, Department of Radiology, Massachusetts General Hospital • Professor of Radiology, HMS

Dr. McCloud earned her MD at McGill University, Montreal, Canada, completed radiology residency training at the Royal Victoria Hospital, and fellowship training in Thoracic Imaging at Yale-New Haven Hospital.

As radiologist at MGH since 1976, she has published over 200 scientific papers, reviews and chapters in thoracic imaging and education. She has also served as President of the Radiologic Society of North America, the American Roentgen Ray Society and the Society of Thoracic Imaging and is the recipient of gold medals from ARRS and STR. Her worldwide reputation has earned her honorary membership in the Chilean Society of Respiratory diseases, the Italian Society of Radiology in Medicine, the Spanish Society of Radiology, The Australian and New Zealand Society of Radiology, and the European Society of Radiology. Her research interests are in lung cancer imaging, computed tomography and interstitial lung disease.

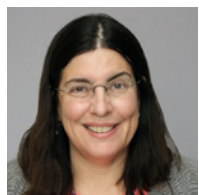
Professor McCloud will be speaking on Structured Reporting and most recently published the following:

Deitte LA, Gordon LL, Zimmerman RD, Stern EJ, **McCloud TC**, Diaz-Marchan PJ, Mullins ME.

**Entrustable Professional Activities: Ten Things Radiologists Do.** Acad Radiol. 2016 Mar;23(3):374-81. Review. PMID: 26781203.

This lecture will cover the definition and examples of templated and structured reporting as well as implementation of the components. The value of structured reporting includes the elimination of inconsistency, confusion and ambiguity and allows preferred terms and definitions that are used consistently. **Ditsel** is an electronic clinical decision support tool which embeds accepted guidelines for management of pathologic findings directly into the report.

Friday, June 10, 2016: 12 noon - 1:00 PM Sherman Auditorium



Etta Pisano, MD



Elodia Cole, MS

**Research in the Department of Radiology:** News from the Office of the Vice Chair for Research in Radiology at BIDMC

### Etta Pisano and Elodia Cole -

**Etta Pisano, MD** is the Vice Chair of Research for the Department of Radiology and a member of the Breast Imaging Division. **Elodia Cole, MS** is the Research Program Manager for the Department of Radiology.

Dr. Pisano's research focuses on breast imaging technology research and development. She has led research teams in both software and hardware development and has served as principal investigator of several federal and industry-sponsored multi-center clinical trials. In her role as the Vice Chair of Research at BIDMC, she is working on growing the research portfolio in the Radiology Department at BIDMC through mentoring of faculty, improving research support, and co-chairing the Strategic Planning process for Radiology's Research mission at BIDMC aimed at identifying specific research areas for departmental investment for the next 5-10 years that will strengthen the department's national research profile. At the June 10th grand rounds, she will be discussing her current research and presenting a draft of the strategic planning committee's research recommendations.

There are several services that are available to investigators through the Vice Chair of Research's office that Elodia will discuss at the June 10th grand rounds: Getting assistance with grant budgets, IRB preparation assistance, and grant application scientific reviews. She will also describe the grant application process at BIDMC and how to sign up for Grant Opportunity Announcement Alerts.

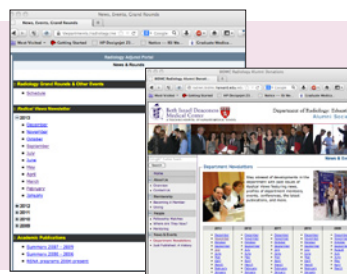
### *In case you missed an issue of Radical Views!*

All back issues are available on the BIDMC portal under "News and Events":

<https://portal.bidmc.org/Intranets/Clinical/Radiology/news.aspx>

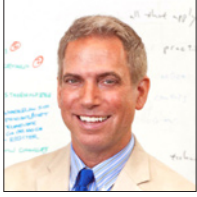
and **we also have an outside link on the alumni site:**

<http://radnet.bidmc.harvard.edu/education/newsletters.asp>



The portal will always have the most current/ revised versions so please keep checking as needed.

Friday, June 17, 2016: 12 noon - 1:00 PM Sherman Auditorium



**23rd Annual Risa & Felix Fleisvhner Lecture:**



**When Machines Think: Radiology's Next Frontier**

**Keith J. Dreyer, DO, PhD, FACR, FSIIM** - Vice Chairman of Radiology and Director of the Center for Clinical Data Science at Massachusetts General Hospital and Associate Professor of Radiology at the Harvard Medical School.

Dr. Dreyer also holds a BS in Mathematics, MS in Image Processing, PhD in Computer Science and medical fellowships in Imaging Informatics and Magnetic Resonance Imaging from Harvard University at MGH. Dr. Dreyer has held numerous board, chair, advisory and committee positions with the American College of Radiology, Radiological Society of North America, Society of Imaging Informatics in Medicine and numerous global healthcare corporations. He has authored hundreds of scientific papers, presentations, chapters, articles and books; lecturing worldwide on clinical data science, cognitive computing, clinical decision support, clinical language understudying, digital imaging standards, and implications of technology on the quality of healthcare and payment reform initiatives.


His extensive bibliography related to his Grand Rounds Talk at BIDMC includes:

- Kohli M, **Dreyer KJ**, Geis JR. The imaging 3.0 informatics scorecard. J Am Coll Radiol. 2015 Apr;12(4):396-402. PMID: 25842018.
- Kohli M, **Dreyer KJ**, Geis JR. Rethinking radiology informatics. AJR Am J Roentgenol. 2015 Apr;204(4):716-20. doi: 10.2214/AJR.14.13840. Review. PMID: 25794061.
- **Dreyer KJ**, Dreyer JL. Imaging informatics: lead, follow, or become irrelevant. J Am Coll Radiol. 2013 Jun;10(6):394-6. doi: 10.1016/j.jacr.2012.11.011. PMID: 23735267.
- Siddiqui A, **Dreyer KJ**, Gupta S. Meaningful use a call to arms. Acad Radiol. 2012 Feb;19(2):221-8. PMID: 22212424.

**Beth Israel Deaconess Medical Center****HARVARD MEDICAL SCHOOL TEACHING HOSPITAL**


**Department of Radiology**

*23rd Annual Risa and Felix Fleischner Lecture*  
**WHEN MACHINES THINK:  
RADIOLOGY'S NEXT FRONTIER**



"As computers outperform humans at complex cognitive tasks, disruptive innovation will increasingly remap the familiar with waves of creative destruction. And in healthcare, nowhere is this more apparent or imminent than at the crossroads of Radiology and the emerging field of Clinical Data Science. In this session, we will explore the state of clinical data science in medical imaging and its potential to improve the quality and relevance of radiology as well as the lives of our patients."

Presented by



**Keith J. Dreyer, DO, PhD, FACR, FSIIM**  
Vice Chairman of Radiology & Director, Center for Clinical Data Science  
Massachusetts General Hospital  
Associate Professor of Radiology, HMS  
12-1 pm • Friday, June 17, 2016  
Sherman Auditorium • BIDMC East Campus



## *In memoriam: Cindy Gwozdz, RN*

**Cindy Gwozdz, RN** passed away in her home on May 10, 2016 at the age of 56. Cindy worked at both New England Baptist and here at BIDMC for over 25 years. Until her health prohibited, Cindy regularly staffed the Radiology Care Unit (RCU) on a per diem basis where her natural

curiosity and genuine kindness translated readily in the care of her patients. To quote one of her colleagues:

*"I had the privilege of working with Cindy over many years in the PCU as well as the RCU. She was truly an inspiration over the past eight years, choosing joy over adversity as she battled breast cancer. She had a deep love of family, friends and adventure. Somehow, to say we will miss her does not seem to express how we all feel at her passing."*

Cindy also enjoyed traveling, kayaking, hiking, camping and loved her motor home, above all she cherished her time with family and friends. In addition to her husband, Cindy leaves her beloved daughters Ana and Mary Gwozdz both of Taunton.

- See more at: <http://www.legacy.com/obituaries/tauntongazette/obituary.aspx?pid=179973581#sthash.SYBt0UKi.dpuf>





# Radiology RESEARCH

Innovation Grants Program, BIDMC  
Center for Healthcare Delivery Science  
Deadline: June 30, 2016

Amount: \$25,000 - \$50,000 per project (one year)

<https://portal.bidmc.org/Intranets/Administrative/Silverman-Institute-for-Health-Care-Quality/CenterHealthcareDeliveryScience/InnovationGrants.aspx>

We are pleased to announce the Center for Healthcare Delivery Science's fifth annual Innovation Grants Program, offered in partnership with Research and Academic Affairs and supported with funds made available through the Silverman Institute. The Innovation Grants Program has been established to fund projects that seek to design, implement and evaluate an innovative solution to an operational problem or area in need of improvement at the Beth Israel Deaconess Medical Center. The Center will fund two projects in the range of \$25,000-50,000 per project over a one-year project period. Dr. Victor Novack, Senior Scientific Advisor to the Center and Visiting Scientist this year is available to provide advice on the design of and analytical approach to prospective projects.

This year's application materials are now available on the portal; you can use the link above. If you are considering whether or not to apply please send an email to [HDSInnovationGrantProgram@bidmc.harvard.edu](mailto:HDSInnovationGrantProgram@bidmc.harvard.edu) so you will receive future updates and clarifications. Please email Karla Pollick ([kpollck@bidmc.harvard.edu](mailto:kpollck@bidmc.harvard.edu)) directly if you have any specific questions, need advice on implementation techniques or would like to meet with Dr. Novack.

Note: This grants program is open to all BIDMC employees and active medical and research staff.

For additional information click on hyperlink above.

- Elodia



Elodia B. Cole, MS  
Research Program Manager  
Department of Radiology  
Beth Israel Deaconess Medical Center  
[ecole1@bidmc.harvard.edu](mailto:ecole1@bidmc.harvard.edu)  
Ph. 617-667-2975

**BIDMC PORTAL**  
A Web Site for Our BIDMC Family

You will be timed out in 19:04  
[Report Problems/Feedback](#)

APPLICATIONS CLINICAL RESEARCH EDUCATION INTRANETS EMPLOYEE CENTRAL

Home » Intranets » Administrative » Silverman Institute for Health Care Quality & Safety » Center for Healthcare Delivery Science » Innovation Grants Program

**CENTER FOR HEALTHCARE DELIVERY SCIENCE**

- Moore Foundation Grant
- Communication, Apology & Resolution
- Conversation Ready: Advance Care Planning at BIDMC
- RL6 Patient Safety and Feedback Reporting System
- Innovation Grants Program**
  - How to Apply
  - 2013 Awardees
  - 2012 Awardees
- PIACT
- Peer Support

**INNOVATION GRANTS PROGRAM**

Application materials available now for June 30, 2016 deadline!

We are pleased to announce the Center for Healthcare Delivery Science's fifth annual Innovation Grants Program, offered in partnership with Research and Academic Affairs and supported with funds made available through the Silverman Institute. The Innovation Grants Program has been established to fund projects that seek to design, implement and evaluate an innovative solution to an operational problem or area in need of improvement at the Beth Israel Deaconess Medical Center. The Center will fund two projects in the range of \$25,000-50,000 per project over a one-year project period.

**Target Projects**

The Innovation Grants Program is designed to provide a new, local opportunity for BIDMC staff to develop original, innovative solutions to operational problems in patient care, management or operations. Investigators interested in incorporating an IT tool or application as part of an innovation should consider IT work that has already been approved and will be live by November 1, 2016. The Program is particularly well-suited for departments and operational units interested in developing young investigators or facilitating collaboration to address a well-defined, measurable problem with a novel new approach. Projects must also incorporate a high-quality evaluation of the proposed innovation, one based on rigorous, recognizable science and methodologies applicable to the innovation being implemented. Through this program, the Center aims to identify and develop future innovators and support high value projects aimed at improving the BIDMC patient experience and delivery system.

**Eligibility**

- Open to all BIDMC employees and active medical and research staff.
- Teams are encouraged (e.g. clinician, manager, front-line staff) as a way to engage the full set of stakeholders needed to accomplish the project and to ensure needed research experience.
- Applicants/teams must have a credible track record of research that encompasses the skills and expertise needed to design and carry out a scientifically rigorous evaluation of their innovation.
- Past awardees are not eligible to submit a new application.

**Key Dates**

- April 26, 2016 - Application materials available on the Portal.
- June 30, 2016 - Application deadline; must be submitted online at [HDSInnovationGrantProgram@bidmc.harvard.edu](https://HDSInnovationGrantProgram@bidmc.harvard.edu) by midnight of that day.
- September 1, 2016 - Funding starts.
- July 18-22, 2016 - Awardees contacted and project budgets confirmed by Research Finance.
- January/February 2017 - Submission of a poster to the Silverman Symposium.
- August 30, 2017 - Project period ends; final reports due 45 days later.

[How to Apply for the Innovation Grant](#)

Hi everyone!

As many of you know, I'm walking in the AVON 39 in Boston this year on July 9-10. When I registered for this event, I knew I was taking on a serious challenge: to raise \$1800 and train to walk 39 miles. I'm really feeling the weight of this commitment, but I am determined to finish this and earn my 39! I just can't do this without YOU!

Please consider making a donation, big or small as I'm going to need everyone's help on this one! **Donate here:** <http://www.avonwalk.org/goto/csouzap>

ANY amount will help and be very much appreciated! Everybody will benefit from AVON39: Cancer patients, clinicians, and researchers. Let's do this TOGETHER!!!

Thank you so much!

Patricia Coutinho de Souza, DVM, PhD  
MRI Research Fellow

**WELCOME TO MY AVON 39 PAGE**

[DONATE NOW](#) [REQUEST INFO](#) [REGISTER](#)

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Southern New York

Patricia Coutinho de Souza

\$969

Make a gift

Hi there! My name is Patricia, and I am currently a Research Fellow at Beth Israel Deaconess Medical Center/Harvard Medical School. Our research is focused on finding better ways to diagnose and treat different types of cancer. I am passionate about my work, and it is rewarding knowing that I can make a difference in people's lives.

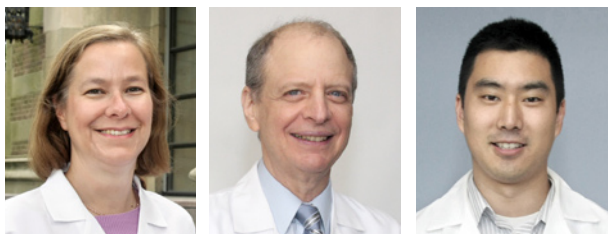
I am participating in AVON 39 The Walk to End Breast Cancer. It won't be easy, but that's why it's worth it. From now until AVON 39 weekend, I'll train to strengthen my body to walk over 39 miles in two days. I'll also be raising funds to crush breast cancer. This is where YOU come in.

I am required to raise at least \$1,800 to EARN MY 39, but I plan to raise much, much more! I hope that I can count on your support!

**Fundraising Honor Roll**

Avon 39 Walkers	\$100
Karen Lee	\$100
The Tull Family	\$100
Colby Hill and Dan Hill	\$100
David Alper	\$125
Lisa & Jim Golden	\$25
Patricia Coutinho de Souza	\$25

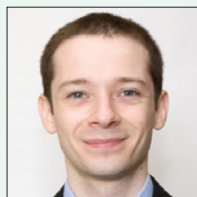
## RESIDENCY PROGRAM NEWS



Priscilla J. Slanetz, MD, MPH, Director, and Ronald Eisenberg, MD JD, and Justin Kung, MD, Associate Directors, Radiology Residency Program

*We are pleased to acknowledge the excellence in teaching awards given to our three residents! Please try and attend the awards ceremony on Monday June 6th in the Rabkin Board Room (TCC-10th floor).*

Congratulations graduating 4th yr resident **Yuri Shif** and Abd Imaging Fellow **Summit Sawhney**!



Yuri Shif



Summit Sawhney

You have been chosen by the 2015-2016 BIDMC PCE students to receive an **Outstanding Resident-Fellow-Nursing Teaching Award**. These are awarded to the residents/fellows/nurses who worked with

the 3rd year HMS students during clinical rotations as part of their Principal Clinical Experience at BIDMC.

Each year, BIDMC hosts a teaching award ceremony as part of the Education Week activities. We, as BIDMC PCE Directors invite you to attend this year's ceremony on **Monday, June 6th at 4:30 pm in the Shapiro Clinical Center, 10th Floor, Rabkin Board Room**. This is our chance to acknowledge your contributions to medical education in front of the entire BIDMC Community. Winners of this award are acknowledged at this event and in the Education Week program booklet.

As BIDMC PCE Directors, and on behalf of all of our students and faculty, we would like to thank you for your fantastic teaching and say Congratulations!

Meredith Atkins, MD  
Director, Principal Clinical Experience (PCE)  
Alex Carbo, MD  
Associate Director, Principal Clinical Experience (PCE)



Congratulations graduating 4th yr resident (and upcoming Neuroradiology Fellow) **David Khatami**!

I am thrilled to let you know that you have received a **BIDMC**

**Academy of Medical Educators' Resident Award**. This award signifies your strong commitment this year to professional development as an early educator. As such, you will be inducted into the BIDMC Academy as one of a few resident members. We hope you will continue your participation in the BIDMC Academy next year as a faculty member.

The award will be announced and given on **Monday, June 6th at 4:30 pm in the Rabkin Board Room** during the BIDMC Education Week Teaching Awards Ceremony.

*"Congratulations, David! You've been fantastically engaged in the BIDMC Academy this year. I know it is not easy juggling a resident's schedule with activities to improve your teaching skills, but you've accomplished this with ease and commitment."*

Grace Huang, MD  
Director of Assessment, Shapiro Institute for Education and Research, HMS & BIDMC  
Co-Director, BIDMC Academy of Medical Educators  
Co-Director, Rabkin Fellowship in Medical Education  
Associate Professor of Medicine, Harvard Medical School

*And thanks to Dr. Deb Levine for the ACR photos below:*



As part of the annual ACR meeting, a group of radiologists go to Capitol Hill each year to discuss issues of importance to radiologists. Senator Elizabeth Warren (center) stands next to **Dr. Deborah Levine**, upcoming 2nd yr resident **Mike Johnson** and graduating 4th yr resident **Lauren Ferrara** and here they are in front of the supreme court.





## RADIOLOGY RESIDENTS PAUSE FOR PAWS

On Monday, May 23rd, Radiology Residents were happy to experience a trial run of the new BIDMC-sponsored **Pause for Paws** Program as part of a planned Resident Wellness initiative. The smiles show unanimous approval!



Additionally, pet therapy programs have been shown to improve staff morale.

The idea for staff centered pet therapy was sparked when Wendy McHugh, RN, MS, Clinical Nurse Ethicist, Ethics Support Service, heard a doctor say, "I could use pet therapy" . . . McHugh took the physician's heartfelt request seriously and spoke to her colleagues in Social Work and Volunteer Services. Together they brought the idea to life by teaming up with Caring Canines and Paws for People to create BIDMC's "Pause for Paws." Since the pilot's launch in December, the program has brought therapy dogs to visit staff once a month.

According to Stephanie Harriston-Diggs, Director, Volunteer Services, "Pause for Paws" is in the process of recruiting more therapy dogs from Tufts' Paws for People, an animal visitation program associated with the Cummings School of Medicine at Tufts University. Once more therapy dogs are available to visit BIDMC staff, the program will officially roll out on the East and West Campuses, with the goal of visiting a few clinical departments each month.

"There is something about a dog's attention and love that just changes your mood," says Harriston-Diggs. "You stop, smile and 'pause for paws.' We can't wait to see more staff impacted by this program."

**Excerpted from:** BIDMC Pilots Dog Therapy Program for Staff / Published in BIDMC Today 4/13/2016 12:00:00 PM

Over the last several months, a couple furry, four-legged friends have been visiting the medical center with one special mission: **to shower BIDMC staff with love, affection and attention.** The dogs are part of a new pilot pet therapy program called "Pause for Paws," coordinated by the Departments of Nursing, Social Work and Volunteer Services.

"Our current Pet Therapy Visitation Program is geared toward patients, but we make an effort to have staff interact with the dogs too. On a typical visit, a dog and his handler team can't get down the hallway without staff and visitors wanting to meet them," says Barbara Sarnoff Lee, LICSW, Director, Social Work. "It quickly became clear that there was great staff interest in the dogs, and we wanted to create a program specifically for employees to have longer and more personal contact with the therapy dogs."

Research studies suggest that interaction with healthy, well-behaved pets (specifically, dogs) can improve a patient's mood, lower blood pressure and heart rate, and stimulate other factors favorable to healing.



## 2015 Service Anniversaries in Radiology - Congratulations to all!

The annual BIDMC Service Awards Reception for individuals with 20+ year anniversaries was held on Tuesday, May 17 in Longwood Hall (*see photos*). However, the reception for those with 5, 10 and 15 year anniversaries originally scheduled for Friday, May 13 had to be postponed due to scheduling for the TJC visit.

Congratulations especially to Drs. Colin McArdle and Bob Kane who both celebrate 40 years of service at BIDMC and also to the MSK section as 2016 marks an anniversary year for 4 out of 5 section members: Jenny Ní Mhuircheartaigh (5), Justin Kung (10), Jim Wu (10), and Mary Hochman (20). Colm McMahon will have to wait a few more years!



### 5 YEARS

Atkins, Leighton - CT  
Berkowitz, Seth - IR  
Cabral-Goncalves, Ines - MRI  
Checca, Sabrina - Dx  
Cretel, Elizabeth - Br  
Delpeche, Dave - Dx  
Fraser, Kathryn - Dx  
Gardzina, Kirstin - RN  
Hartfield Alexis - Support Svcs  
Leaden, Sheila - US  
Lundy, Kristin - RN  
Muscato, Nadia - RN  
Ní Mhuircheartaigh, Jennifer - MSK  
Worcester, Kelsey - US



### 10 YEARS

Abraham, Usama - CT  
Annino, Sheryl - US  
Baar-Daley, K Michelle - RN  
Cohen, Avis - Support Svcs  
Collier, Pamela - US  
DiStefano, Jennifer - Dx  
Dresser, Michael - Dx  
Fein-Zachary, Valerie - Br  
Gianino, Kimberly - Dx  
Heinrich, Jeffery - Dx  
Honore, Fritz - Dx  
Johnson, Erica - Support Svcs  
Jones, Michael - CT  
Kay, Paulann - MRI  
Keegan, Joseph - Informatics  
Kung, Justin - MSK  
Louiame, Patrick - Dx  
MacDonald, Susan - CT  
Malolepszy, Mary - RN  
Purvis, Phillip - Informatics  
Romero, Janneth - Cardiothoracic/US  
Sacks, Barry - IR  
Sequea, Shakinah - Support Svcs  
Short, Michelle - Dx  
Smith, Marty - MRI  
Snell, Aideen - Service Excellence  
Spirn, Paul - Cardiothoracic  
Sullivan, Brian - Dx  
Swedeen, Suzanne - RN  
Thornhill, Lisa - MR  
Tyagi, Girish - Abd  
Webster, Cynthia - Admin  
Wu, Jim - MSK



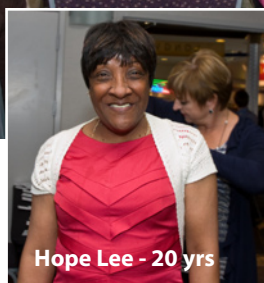
Peter Cousins - 35 yrs

### 15 YEARS

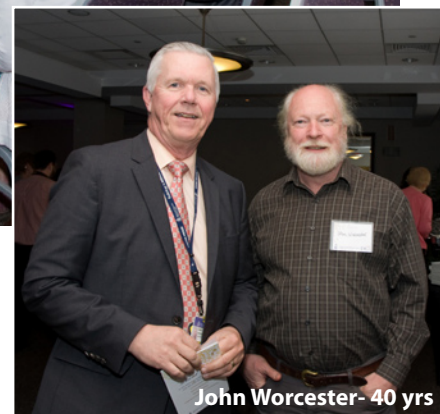
Alessandro, Marie - CT  
Alsop, David - MRI  
Cook, Juanita - US  
Fay, Debra - CT  
Fernandes Johnson, Maria - Support Svcs  
Fuller, Kimberly - CT  
Hayford, Christy - MRI  
Littlehale, Nancy - NP  
Mulcahy, Constance - CXT (Br Imaging)  
Nicholson, Daniel - Dx  
O'Donnell, Laura - CT  
Roach, Jefferson - IR  
Tracey, Jeanne - CT  
Vitale, Vincent - CT  
Yam, Sam - Dept'l Computing

### 20 YEARS

Bailey, Brian - US  
Hochman, Mary - MSK  
Joniaux, Kara - RN  
Lee, Hope - Dx  
O'Connor, Janet - MRI  
Raj, Menaka - MRI  
Ryan, Mary - RN  
Vernon, Jacqueline - Support Svcs



Hope Lee - 20 yrs



John Worcester - 40 yrs

### 25 YEARS

Kilby, Daryl - Support Svcs  
Nugent, Lori - MRI  
O'Bryan, Bridget - RN

### 30 YEARS

O'Neil-Kalil, Karen - CT

### 35 YEARS

Cousins, Peter - Support Svcs

### 40 YEARS

Kane, Robert - US  
McArdle, Colin - US  
Michalik, Maryann - Image Archives  
Provencher, Kim - CT  
Worcester, John - Dx



Maryann Michalik - 40 yrs



## One More Long-Service Event: Afternoon Tea for Ferris Hall

On Thurs, May 26th, the Department of Radiology was able to say farewell to retiring MSK and Breast Imaging staff member, **Ferris Hall** who leaves BIDMC as a *Professor Emeritus* of Harvard Medical School after practicing in Boston for more than 45 years. His delicious send off in the newly remodeled Kirstein Living Room gave those of us who are not members of MSK or Breast Imaging the chance to wish him the best, some came from as far away as [below right and left] New Hampshire (Dr. and Mrs. Herb Gramm) and one (Ron Kukla) braved the traffic from New York City to say his good-bye!



*Farewell  
Ferris!*



## BIDMC Radiology in the Community: 1101 Beacon St



### Radiology at 1101 Beacon Street and Mobile Ultrasound



Jane Corey  
Practice Manager  
617-754-0455



Vicki Albano  
Co-Supervisor,  
Breast Imaging/  
Diagnostic X-ray  
469



Marian Howes  
Co-Supervisor,  
Breast Imaging/  
Diagnostic  
145



Suzie Kanopka (Leavitt)  
Supervisor,  
Mobile Ultrasound  
32

#### Sonographers



Caroline Comparone  
266



Lynne Coppens  
187



Judy Eames  
*Mobile Ultrasound*



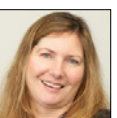
Andrea Garvin  
244



Tiarra Maxwell  
330



April Ramey  
184



Christine Rando  
179

#### Technologists

##### Bone Density/Breast Imaging/X-ray



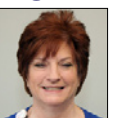
Taryn DiFilippo  
180



Erika Marow  
178



Carole Sullivan  
470



Cheryl Egan  
368

##### Tech Assistant



Ashley DelGreco

#### Patient Services Representatives



Audris Ruiz



Josefina Valera



I would like to acknowledge the 1101 staff that worked Tues morning, May 10, the day of the roof collapse and flood in the garage. I had 5 staff members who could not access their cars for the commute

home as the garage was closed to all for 36 hours. The team stepped up without any involvement on my end and arranged to get their 5 co-workers home and back in again the following day – with no disruption in clinical service. We also provided rides to others in the building who needed to get home. We are still under repair with less than desirable parking conditions (see below). What a great team we have!

- Jane D. Corey



Free lunchtime concert: The Boston Chamber Symphony, conducted by Avlana Eisenberg, once again performed in Sherman Auditorium on Monday, May 9th at noon and featured a program by Beethoven, Debussy, and Strauss. Stay tuned for the next concert!



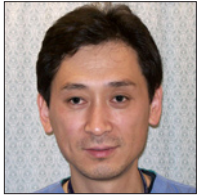
**KUDOS** - Each month, we share the positive feedback we receive about staff members and ask you to join us in congratulating them; we are always proud to acknowledge our constellation of staff for providing outstanding care and service!

## MRI



**Kelli Roche** (MRI Tech III for QA)

Thank you Kelli for your help with ACR recertification process, ongoing MR efficiency projects and staying on top of all QA issues in the department. Kelli's careful attention to detail to support all projects assigned to her in the department does not go unnoticed.



**Feng Dong** (MRI Tech III for Protocols)

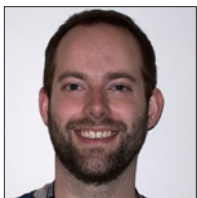
Thank you Feng for all your handwork, dedication with the recent software upgrades. Feng oversees over 200 MRI protocols for each of our 7 MRI scanner across campus, while still maintaining his responsibilities as an MRI Technologist.



**Vess Liakas** (MRI Senior Tech) - was recently recognized by his peers for leading the MRI during the evening shift. "He keeps the ship running no matter how busy or stressful the day is with a calming demeanor. He has a good handle of what is going on at all times, he's direct, supportive to all and is extremely efficient.



**Kaitlyn MacVarish** (MRI Tech II) - was recognized by a patient companion/ friend recently and here's what she had to say, Kaitlyn was very helpful, when my neighbor couldn't produce safety information from another hospital. Kaitlyn helped by contacting the hospital, downloading all the forms and were very sweet to me. Thanks Kaitlyn for making a potential tense situation not so tense!



**Benjamin Jenkins** (MRI Tech II) - was recently recognized by a patient and here's some of what she said "I just wanted to thank Ben for helping me with my MRI. I have to say, it was the easiest, fastest and most pleasant visit I can remember!



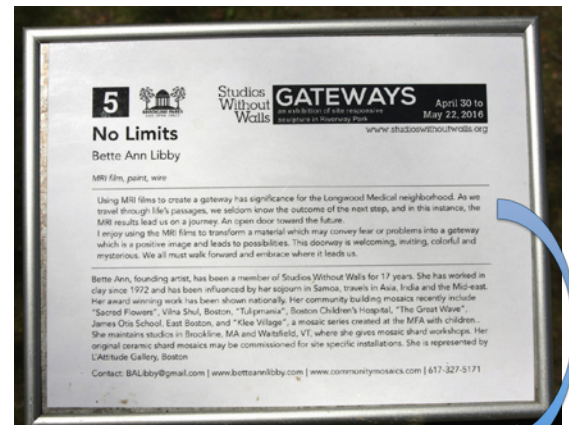
**Elisabeth Silva** (MRI Tech II) - Liz was recognized by a patient for a great experience. She felt Liz was kind, sweet and professional. She was very happy with the care she received and was very appreciative.



**Sue Nagle** (MRI Tech II) - was recently recognized by one of our referring physicians for going above and beyond to help a patient. Here's what he had to say "I wanted to express my gratitude and to let you know about exceptional responsiveness by Dr. Rojas and an MRI tech whose first name is Sue. They helped track down a patient

who needed an additional urgent MRI and were able to accommodate her the same evening. Both went far out of their way to help my patient. It's a great tribute to your department" Thank you!

## MRI in the Community per Los Gilden



"Using MRI films to create a gateway has significance for the Longwood Medical neighborhood. As we travel through life's passages, we seldom know the outcome of the next step, and in this instance, the MRI results lead us on a journey. An open door toward the future.

I enjoy using the MRI films to transform a material which may convey fear or problems into a gateway which is a positive image and leads to possibilities. This doorway is welcoming, inviting, colorful and mysterious. We all must walk forward and embrace where it leads us."



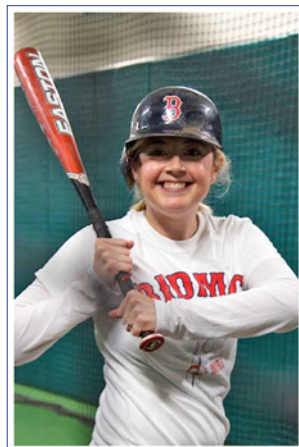
## Fenway Fantasy 2016: BIDMC MRI Comes Up to Bat!



*From: BIDMC Communications April 2016*

As the official hospital of the Boston Red Sox and Red Sox Nation, BIDMC has the opportunity to make Fenway Park dreams come true again this year! Fenway Fantasy Day is an opportunity for 40 staff members to play softball on the outfield of Fenway Park and to enjoy a ballpark tour and free lunch reception at the Wheels Up Clubhouse. Four teams will be randomly selected . . . and this year, after submitting her section for the last 9 years, **MRI tech Emily DeFalco** was successful in winning a place in this year's Fenway Fantasy which was held on Mon, May 2nd, 2016!

*Back Row L to R: Marcus Bubar, Kaitlyn McVarish, Lisa Benevides, Sue Nagle, Steve Flaherty, Cindy Snell; Front Row: Robert Beeman, Emily DeFalco, and Kristina Pelkola.*



2016 MRI Baseball Cards - Collect the whole set!





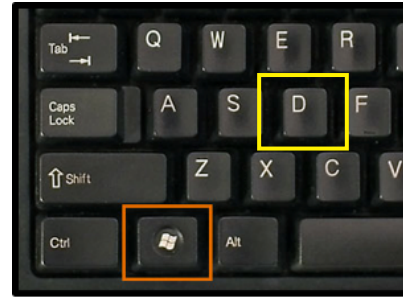
### Minimize from Others' Eyes



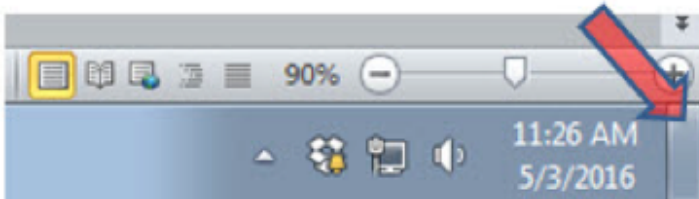
Suzanne Swedeon, RN  
MSN CNIV  
Quality Improvement Specialist

We all know how to minimize a computer screen by clicking on the minimize function in the top right of each screen, but this month's Tip is about two quick ways you can quickly minimize information on your screen to keep your information protected from unauthorized viewing:

Hold down the Windows icon  and hit "D" on your keyboard...



... or click the button at the bottom right of your screen – as you hover, it says "show desktop."



- Both actions minimize all open windows
- No need to log out to keep your screen temporarily out of sight
- Remember to log out or lock (LOL) if you are leaving your workstation

**Questions?** Call or email your KIP Coach **Suzanne Swedeon** at 4-2768 or email her at [sswedeon@bidmc.harvard.edu](mailto:sswedeon@bidmc.harvard.edu)



Beth Israel Deaconess  
Medical Center

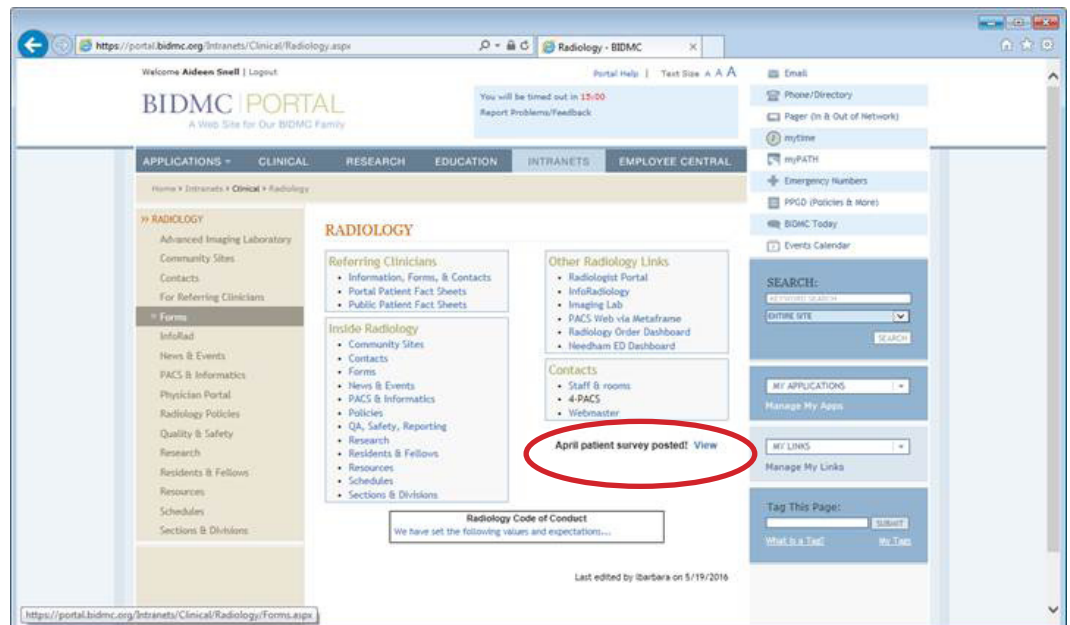


Aideen Snell, MSW  
Manager, Service  
Excellence Program  
x72570  
[asnell@bidmc.harvard.edu](mailto:asnell@bidmc.harvard.edu)

### AIDEEN SNELL ON THE PATIENT EXPERIENCE

Great news!  
Thanks to  
the support  
of **Larry  
Barbaras**, on  
the Radiology  
Portal Home  
page anyone  
can easily

access our patient experience survey data! You will be able to view Radiology's overall data or break it down to a specific section and see categorized comments directly from our patients. This data will be updated monthly and you will be able to view survey data over the past year. Check it out and share your feedback on what you like and what you don't like so we can continue to improve your access to this valuable information:  
<https://apps.bidmc.org/departments/radiology/QA/PatientSurvey/home.asp>





## Radiology Action Planning Committee's Patient Experience TIP of the Month

*Body language has a big impact on communication with patients and with your co-workers. Be more aware of what your non-verbal communication is saying.*



*One of the ER nurses received a thank you call from the father of a trauma patient seen last night who required emergent IR treatment for her splenic laceration; I wanted to pass it along. Thanks to Roxanne White and Maura Kennedy in Emergency Medicine for passing this along:*

From: White, Roxane P., RN (BIDMC - Emergency Medicine)  
Sent: Sunday, May 01, 2016 8:39 PM  
To: Emergency Nurses; Emergency Attendings; Emergency Residents; Emergency Techs  
Subject: Female MVC this weekend

Hello all,

I just received the most heartwarming call from the father of a young lady that was treated in the ED over the weekend. Apparently she was in a car accident, hit from behind and pushed forward into another car. I am uncertain of her injuries but he told me her condition was stable.

He wanted to express his absolute sincere gratitude for the team that took care of her. He is "3000 miles" away, unable to be at her bedside but whoever called him to update him was kind, gentle and put his mind at ease. His exact words were **"...you were the answers to all of my prayers."** I almost cried myself as he fought back tears over the phone.

I cannot take credit but wanted to extend his gratitude to those who cared for her, and to let you know your hard work did not go unnoticed.

Thanks,  
Roxane

Maura  
Thank you for passing this along - glad to hear that she and her family were happy with the care she got and we were happy to have been a part of that.

Best,  
Muneeb Ahmed, M.D., FSIR  
Chief, Vascular and Interventional Radiology

Being more aware of your body language can make a big impact in everyday interactions with the patients and your co-workers!

Think of the Patient Experience as a series of complex healthcare processes, each comprised of numerous critical points of interaction between the patients and the organization. These "touch points", e.g., calling for an appointment, checking in at the reception desk, communicating with the physician, and receiving test results are "moments of truth" at which patients form their most vivid impressions and perceptions about an organization.<sup>1</sup> At each touch point, patients evaluate the quality of care and, ultimately, decide if they will return or recommend the organization to others.<sup>2</sup> Patients, like any customers, compare their perceptions formed during or following the encounter with their pre-service expectations. Now most patients lack the technical knowledge to adequately judge healthcare quality so they rely on familiar service clues, such as staff responsiveness, facility appearance, and provider communication skills, when asked to evaluate overall quality of care.<sup>3</sup> With this in mind, how we interact with patients throughout their time in our department has a significant impact on their level of satisfaction. This is why standard behaviors creates a more positive and consistent experience.

Whether you're presenting on stage or networking at a trade conference, discussing a project with a co-worker or detecting a lie, body language is often the key to creating, or uncovering, the real meaning of a message. Body language became a significant part of your life long before you said your first word. In his book *Silent Messages*, Professor Albert Mehrabian concludes that 55% of communication actually takes place through body language. People intuitively and instantaneously develop a perception in the first moments they see you, and body language builds, confirms, or dispels those impressions.

Body language is an often-overlooked element of communication that is crucial to supporting your spoken words and message. Although most of the time it occurs automatically, you can learn to actively manage your postures, facial expressions, and gestures to create an incredibly powerful effect on your ability to communicate. Master your own body language and you will certainly develop a deeper understanding of the people around you and drastically improve the impact of your in-person persuasiveness.<sup>4</sup>

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**2016 BIDMC Radiology Publications** – A PubMed search for new BIDMC publications is made each month; however, if we miss your paper, please send the reference to [dwolfe@bidmc.harvard.edu](mailto:dwolfe@bidmc.harvard.edu). Note that 1) Epub dates are included only in publications where the Epub and paper publication dates occur in different years, i.e., Epub in 2015 and paper publication in 2016; and 2) doi addresses are only included until citations are updated with hard copy page citations.

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