

## 8<sup>th</sup> Annual Administrative & Clerical Luncheon and Service Excellence Award

May/June 2009

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### **FY 2009**

#### **Strategic Priorities**

- People
- Quality & Safety
- Innovation
- Strategic Growth
- Business Acumen



*From left: Reverend William T. Coots, Lillian Regan Service Excellence award winner Cathy Cox, and Susan Regan.*

JENNIFER MCGOWAN AND MICHAEL CONNERS  
*REWARDS AND RECOGNITION COMMITTEE CO-CHAIRS*

The 8<sup>th</sup> Annual Administrative and Clerical Luncheon was held on May 20<sup>th</sup>. The event was organized by the Rewards and Recognition Committee, a subgroup of the Radiology Customer Service Council (RCSC). Since its inception in 2002, the luncheon is held annually to recognize the significant role of and the work being performed by the administrative and clerical staff. Much of this work is performed behind the scenes but hailed as the infrastructure of the department. The event was well attended and enjoyed by all. On behalf of Dr. Thrall, Denise Palumbo and all Leadership Staff, we again express a very grateful and profound thank you to everyone for a job well done.

The Department of Radiology 2009 Service Excellence Award in honor of Lillian Regan was presented to **Cathy Cox**, Technical Assistant in Ultrasound, for her pursuit of and dedication to patient focused customer service excellence. Cathy's nomination was submitted collaboratively, by staff sonographers Barbara Hoyler, RDMS and Nancy Curtis, RDMS.

Cathy's nomination was one of five received for this year's award. Also nominated for the 2009 award were **Anthony Brooks** from Emergency Radiology, **Laura Hencke** of Interventional Radiology, and **Lee Nealon** and **Michelle Cardillo** from Ambulatory Radiology. The RCSC core council met to review these nominations as part of the official process and after an extremely close vote, selected Cathy as this year's award recipient.

The award was presented during the luncheon and was well received by all in attendance. Jennifer McGowan read the nomination letter to all in attendance, which included a huge cheering section of staff. Ms. Regan's Sister-in-Law Susan Regan and her former Pastor, Reverend William T. Coots, were also in attendance. They were both touched by the recognition that the department bestowed on Lillian. They expressed their gratitude and asked that it be passed on to everyone in the department.

*(continued on page 2)*



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## 8<sup>th</sup> Annual Administrative & Clerical Luncheon and Service Excellence Award

The following excerpts were taken directly from the nomination letter submitted by Barbara and Nancy:

Cathy consistently displays high work standards and brings a “will do” attitude to even the toughest of tasks. In her interaction with patients, Cathy’s attention to patient care and comfort creates a supportive “family” environment which puts the patients at ease while she makes sure the scheduled exams are carried out in an efficient and timely manner. She is a wonderful listener and patient with all the customers she encounters. She is a master at multi-tasking with the greatest level of efficiency and effectiveness.

Cathy goes above and beyond in her role as a PCC. For example, we had a non English speaking patient in the Ultrasound Department who needed to go to the Emergency Department as soon as possible. The patient and her husband, who was also non English speaking, were anxious and overwhelmed. Cathy recognized the patient’s anxiety and did not want her to wait for Volunteer Services to come to Ultrasound and take her to the ED. Cathy was concerned that the patient and her husband would get to the ED and not be able to efficiently communicate the reason why she was there. Cathy found a wheelchair and wheeled the patient from Yawkey 6E to the ED and successfully handed the patient over for her care.

Cathy’s pleasant disposition allows her to interact with staff as if they were members of her family. In the complex world we live and work in, Cathy Cox’s ability to maintain and project her calm and positive demeanor to all those around her have often turned feelings of apparent frustration into positive experiences for both coworkers and patients.



*From left: Anthony Brooks, Cathy Cox, Michelle Cardillo, and Laura Hencke.*

Cathy is extremely efficient with the computer and willingly lends a hand when someone needs help. She is known to be a skilled teacher to the new or not so new staff. She is very empathetic to patients and is always accommodating to ensure the highest level of care.

Cathy’s consistent display of professionalism, technical excellence and interpersonal skills combine to create an environment in which staff can function effectively while patients benefit from the warm and supportive environment she fosters.

**Congratulations, Cathy!**



*From left: Marie Oliver, Sharon Gibson, Michelle Cardillo, and Meghan O’Keefe at the luncheon.*



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## Imaging Students Graduate!



KERRI A. CALTER BS, RT(R)(M), *CLINICAL EDUCATION PROGRAM MANAGER*

It was standing room only with excitement in the air as students, staff, friends and family gathered on May 20th, 2009 for the commencement ceremony of the Medical Imaging students. Proud students filled the Bigelow Amphitheater anxiously waiting to receive their MGH pins and to begin their promising careers as Radiologic Technologist. Sixteen students received their MGH certificate of completion on this memorable day. Students and staff were honored to be joined at the ceremony by members of Massachusetts General Hospitals senior leadership who graciously shared their words of wisdom and encouragement to the class of 2009.

On behalf of the Clinical Education Department and the Class of 2009, I would like to thank Dr. Jean Elrick, Senior Vice President, Denise Palumbo RN, MSN, Executive Director of Radiology Administration and Max Gomez MPH, Director of Radiology Quality Management and Education for joining us for this special occasion. Mentorship is key to continuous education. Mentor, LaDora Rose, from Ellison 2 Radiology was chosen by the students as this year's outstanding technologist. We thank LaDora for her time and dedication to the Students and Clinical Education Program.

On behalf of the class of 2009, graduates Maria Gruzinov and Brad Hallenborg shared memories from their clinical experience at MGH.

A special congratulation goes to graduate **Lisa DeFabritiis** who received this year's Clinical Instructor and Mentors Choice Award which recognizes the student who has shown the greatest improvement over their clinical experience. Lisa has consistently demonstrated the leadership, hard work and dedication needed to be successful. Congratulations Lisa!

To the Class of 2009, this is the beginning of your journey; it's not good enough to just go along and get along. It's imperative that you make a difference in the lives of the people you serve and the institutions you represent. Good Luck in your future Journey!

## Vascular Imaging & Intervention

**Walter J. Zawacki, NP et al**, Dept. of Radiology, Division of Vascular Imaging & Intervention published a study in the May 2009 issue of the Journal of Vascular and Interventional Radiology.

*Wound Dehiscence or Failure to Heal following Venous Access Port Placement in Patients Receiving Bevacizumab Therapy. Journal of vascular and interventional radiology: JVIR 1 May 2009 (volume 20 issue 5 Pages 624-627 DOI: 10.1016/j.jvir.2009.01.022)*

ROB SHERIDAN

*DIRECTOR, VASCULAR IMAGING AND INTERVENTION*

## Ultrasound

Congratulations to Diane Comeau and Amy Bartles, both members of the Ultrasound team, for successfully passing their ultrasound registry. They are now RDMS-Registered Diagnostic Medical Sonographers. Great job Diane and Amy!

JANICE WRIGHT

*OPERATIONS MANAGER, ULTRASOUND*

## REMS

Lynda Banzi Sponholtz, Manager, Radiology Educational Media Services, is participating on a panel about audio & video capture technology at the 50th International Conference on Health & Science Communications in St. Louis, MO in June.

TOM MARSHALL

*DIRECTOR, MARKETING*



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## Gray II Multi-Phase Renovation Completed

I am pleased to announce the completion of Phase III of the Gray II multi-phase renovation. Phase III of this multi-year, multi-phase project describes the complete renovation of the Vascular Interventional division's conference and reading area as well as the associated administration and office space for the Vascular division. In addition, this new area is outfitted with twin flat panel displays that have the ability to project PACS images and other advanced imaging. These twin monitors also have the capability to display live fluoro imaging from two of the vascular division's most advanced imaging suites. The new area also supports the Cardiac Imaging program's reading area. This area is equipped with state of the art imaging interpretation equipment enabling enhanced teaching and interpretation for the group.

ROB SHERIDAN

*DIRECTOR, VASCULAR IMAGING AND INTERVENTION*

## Governor Patrick Visits Charlestown Site



Governor Deval Patrick visits the MGH/HST/Athinoula Martinos Center on June 4, 2009. From left, Bruce Rosen, M.D., Ph.D., Gregory Sorensen, M.D., Governor Deval Patrick, Daniel C. Shannon, M.D., and Martha L. Gray Ph.D.

## New Ultrasound Society

There is a new professional society in town called the Greater New England Ultrasound Society (GNEUS). The GBVT -Greater Boston Vascular Society and the NESUS- New England Ultrasound Society has joined forces to form the GNEUS. The new and improved society is well represented by staff from MGH.

**Jennifer McDowell**, technical manager of ultrasound, was recently elected president of the society. **Arianna Mattoon** was elected as the vice president and **Caroline Yarnevich** serves as the society secretary. They held their first combined conference on Sat 5/9 at Newton-Wellesly Hospital where fellow sonographer, **Carol Wilcox** was a guest speaker. The conference was well attended and well received by ultrasound professionals throughout New England.

JANICE WRIGHT

*OPERATIONS MANAGER, ULTRASOUND*

## Nuclear Cardiology Receives ACR Accreditation

The Nuclear Cardiology department recently passed the American College of Radiology Accreditation Program. This program offers physicians and leadership an opportunity for a comprehensive review and evaluation of their facility, image quality, equipment, quality control procedures, personnel qualifications and quality assurance programs through a peer review mechanism.



ACR accreditation of the Nuclear Cardiology department confirms that our facility has met the nationally accepted standards of care. This successful submission was achieved under the direction of **George Desko**, Operations Manager and **Erin Kistler**, Technical Manager along with the support and participation of **Ali Bonar**, **Bill Desisto** and **Tracy Tetrault**. Congratulations!

PATTI DOYLE

*DIRECTOR, CLINICAL OPERATIONS*



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## MGH Protech Program Students

### A Welcome Help in Yawkey Outpatient Radiology

Yawkey Outpatient Radiology is being assisted by three MGH ProTech Program students who started in January 2009 and will be here through August 2010. The 20-month ProTech internship introduces students to the health care field through classroom instruction and work-based learning experiences. Outpatient Radiology's ProTech students, **Rebecca Bruneau**, **Tonia Pagliucca**, and **Henry Solorzano**, help in a variety of ways including getting patients changed appropriately for x-ray exams, stocking exam rooms and dressing rooms, and providing patient assistance when needed.

Rebecca Bruneau is a junior at the Health Careers Academy on the campus of Northeastern University. She worked at MGH last summer through a Jobs For Youth program, and was recommended to apply to the MGH ProTech Program this year. Rebecca interviewed with three departments of MGH, and landed the job here in radiology, which was her first choice. After high school, Rebecca plans to go to college and pursue studies in the health field. When not studying or working, Rebecca plays basketball for a South Boston House League team and enjoys hanging with her friends.

Tonia Pagliucca and Henry Solorzano attend East Boston High and are also juniors. Both participate in the Health and Human Services pathway at their school. This special pathway consists of two semesters of health-related courses. After a successful first semester is completed, students have an option to apply to the MGH ProTech Program.

Out of forty students, Tonia and Henry were two of eleven students accepted from East Boston High. Upon graduation, Tonia hopes to pursue nursing. When she has free time, she enjoys shopping and going to the movies with her friends. Henry's aspiration is to study medicine after high school. He recently earned a scholarship for the National Youth Leadership Forum on Medicine – the foremost program in pre-medical education for high school students. One other little known fact – when he was six years old, Henry won a dance competition and was awarded a year's supply of Coca-Cola!

Everyone at Yawkey Outpatient Radiology whole-heartedly agree that our jobs have been much easier since Rebecca, Tonia and Henry came on-board. Thanks from all of us for your hard work.

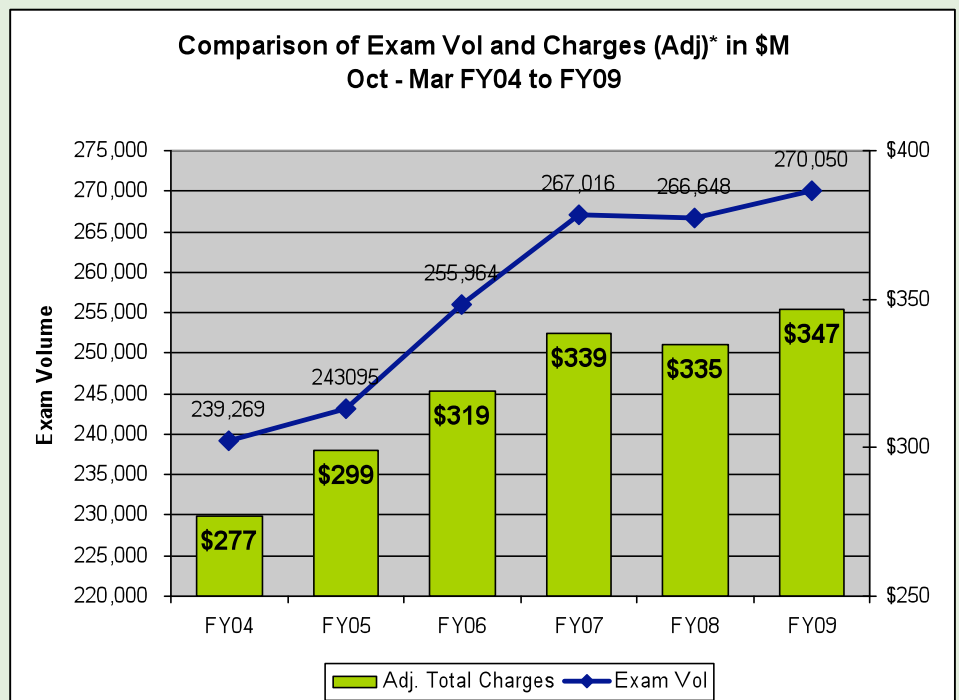
JENNIFER LOWE  
RADIOGRAPHER, OUTPATIENT RADIOLOGY

## Radiology Finance: Six-Month Financial Report

In spite of challenging economic conditions, the department performed positively in the first six months of FY09, with Exam Volume, Charges and Expenses delivering growth rates of 1.3%, 8.8% and 1.6%, respectively.

The top revenue generating units were CT, MRI, and Vascular Radiology, accounting for 35.2%, 23.0% and 8.4% of the Patient Service Revenue.

LAI-KUEN (PHINNEY) MORRISON  
SENIOR FINANCIAL ANALYST, FINANCE



\* Values of charges for all years adjusted using FY04 as base

## Emergency Radiology



Below are comments from **Amy Nordstrom**, a new per diem Technologist in Emergency Radiology.

“From 1997 to 2007 I worked as a flight operations coordinator for two different international tour operators. I enjoyed the job and was able to travel all over the world. However after 9/11, the industry really started to change. That’s why in 2004 I started taking prerequisite classes at Bunker Hill. As I looked into the various programs that BHCC had to offer I realized that they had a 2-year associates degree program in radiography. I liked that it was so specialized and the technology used in radiography had always interested me, so I decided to apply. I had been placed at Caritas Carney Hospital in Dorchester for my clinical while I was thoroughly enjoying my experience at a small community hospital, I wanted to know how the big hospitals in Boston operated. I am excited to be working at such a huge and important hospital. I think my job as RSR in the ED at MGH helped me to be a better tech at Carney. I am so excited to be given the opportunity to work as a tech in one of the most renowned hospitals in the country. Finally, I get to see how the other side of the desk” works!”

JENNIFER DAVENPORT  
TECHNICAL MANAGER

## Marketing



I am pleased to announce that **Matthew Miller** has joined the Marketing team as the new Managing Editor for our website. Matthew comes to us with over 15 years experience creating compelling web content and deploying online best practices. In his previous role with Reed Business Information, he directed day-to-day operations and strategic planning for their website ([www.edn.com](http://www.edn.com)), continually evolving the site to remain in line with diverse sets of user needs.

Matthew will be spearheading the effort to transition our website into the Hospital’s enhanced web environment, as well as taking our dedicated web efforts to the next level and beyond. Please join me in welcoming Matthew to Mass General!

TOM MARSHALL  
DIRECTOR, MARKETING

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## Lodwick Lecture & Award



*Michael T. Modic, MD, (left) and Daniel Rosenthal, MD at the Lodwick Lecture & Award presentation, May 15, 2009 in the Ether Dome.*

Michael T. Modic, MD, Chairman of the Neurological Institute, Cleveland Clinic Foundation and Professor of Radiology at the Cleveland Clinic Lerner College of Medicine spoke on “Marrow: Biomechanics and Pain,” at the annual Lodwick Lecture.

# 2009 Spring *Fling!*



*Dr. James Thrall, Radiologist-in-Chief, addresses the crowd and thanks them for a job well done.*



The department celebrated the second annual spring fling on Friday June 5, 2009 at the Boston Museum of Science. Everyone enjoyed the great location, delicious food, and dancing. Thanks to Dr. Thrall and Denise Palumbo for hosting such a wonderful event!



*Della Abedi-Tari and John Sheehan.*



*Jamie Mullaney (left) and Jennifer McDowell.*



*Martyne Gregoire and Steevens Joseph at the second annual Spring Fling.*

## Safety Champion Kick Off Retreat

On June 4<sup>th</sup>, 2009, the department held a kick-off retreat for its Excellence Every Day Safety Champion program in the Simches Conference Center. There were over 50 attendees, of which 21 were Safety Champions, representing 17 areas across the department.

The Safety Champion program recognizes that quality and patient safety are elements of patient care for everyday, moving us away from sporadically “getting ready” during times of regulatory visits from the Joint Commission. It is more evident that these everyday elements are best supported and disseminated by those directly delivering the care.

Besides celebrating the Champions, the day’s program focused on the importance of influence that each champion offers as they educate, communicate and motivate staff across all departments. As the department’s motto states, “Every Patient, Every Process: Quality and Safety, Built In.”

The day began with inspiring remarks from Denise Palumbo, the Executive Director of Imaging, and Dr. Gregg Meyer, VP of Patient Safety.

The day’s speakers included content experts from within Imaging and across the facility. The morning included a presentation from Mary Ritter, NP, Nursing Director of Nuclear Cardiology, who presented an overview of the Joint Commission and the survey process. Alice Peck, RN, from the Practice Support Unit, lectured on the National Patient Safety Goals and the importance of the Universal Protocol. Janet Long, a Sr. Consultant from Human Resources Standards Compliance and Training, presented a focused discussion on Human Resource topics.



*Safety Champions at the Excellence Everyday Safety Champion kick off retreat.*

The afternoon session opened with Della Abedi-Tari, Operations Manager for EW, presenting an interactive overview of the key elements for Environment of Care. Max Gomez, Director of QME, introduced the LEAN concept, a newly adopted departmental philosophy for how to approach process improvements.

Lela Holden, RN, MGH Patient Safety Officer, lead an interactive discussion on cultivating a Safety Culture that encourages all staff to identify problems and to be a part of the solution to systems issues. She noted that a safety culture is something an organization IS, not something an organization has. John Murphy, RN, Staff Specialist in the PCS Quality Office, and Alice Peck, RN, from ACD, spoke about their EED Safety Champion success stories which have both been in place for over six months. Dr. Hani Abujudeh, QA Director, and Karen Miguel, RN, Patient Safety Officer, closed the day by offering words of inspiration and support to the team of safety champions.

The Radiology Safety Office in collaboration with the Quality and Safety Council’s Compliance subcommittee will shepherd and support this program. The selected Safety Champions are front line individuals from each work area, who, along with their managers, will serve as local resources promoting safety and reliability in their work area.

The Safety Champion will support his/her colleagues in understanding the National Patient Safety Goals and their many elements of evidence-based care. They will share valuable content knowledge with their colleagues that will help them understand and navigate the complexities of the regulatory requirements governing our practice. They will collaborate with their colleagues to identify opportunities to improve upon our ability to deliver the best possible care to those we serve.

Please extend your support to your Safety Champions as they help you (us) fulfill the Department’s and Hospital’s vision of “Excellence Every Day”.

KAREN MIGUEL

PATIENT SAFETY OFFICER, QUALITY MANAGEMENT & EDUCATION

# Sharing Our Stories - Risk is Everywhere

## Process Improvement Program

### Re-envisioning Patient Identification Confirmation Process

Every day, we strive to do the best we can at what we do. When it comes to caring for patients, we have the added pressure of doing the right thing and avoiding unplanned harm to them. Every person faces competing priorities and overlapping demands. For the most part, we want our employees to follow the procedures we have developed and make good choices that align with our organizational values. Oddly, at times, we do want them to deviate from policy when the result may spare injury or life. And sometimes, the behavior may be viewed as reckless and against our procedural intent.

How we balance responsibility between the individual and the organization speaks to how open we are to learning from our mistakes. Literature shows that the more open an organization is to reporting and learning about errors the more likely they are to identify the process errors that will decrease the organizations risk. To foster this behavior, it is important for managers to develop a clear sense of what can and should be expected of individuals in the complex systems we have them perform. As important, is having a good sense of what to do when a breach occurs.

Of late, we are faced with the reality that humans make mistakes. Through a series of several gaps in handoff and multiple contributing factors, three patients have been incorrectly imaged. It was realized there are inconsistencies in our patient identification process that led to errors in identifying these patients which resulted in incorrectly imaging them. Below is an overview of the action plan the QME Safety Office and the Quality and Safety Council, in conjunction with leadership, are putting into place.

MAX GOMEZ & KAREN MIGUEL  
QUALITY MANAGEMENT & EDUCATION

Review/Revise the Patient ID Policy – The policy was reviewed and revised for clarity by leadership and front line staff. It will be taken to the Quality and Safety Council, Policy subcommittee and the Safety Office for final approval.

The Standard Worksheet will serve as the basis for the creation of a script and an instructional Video that will be provided for all staff through the online learning program, EPRO in the next month.

Patient Signage is being developed for all outpatient areas and waiting rooms informing patients of the importance of the ID Check and that they are part of the safety team. Each staff member will ask them to identify their name and DOB.

A Standard Worksheet was created that details (1) The Steps in the process (2) Key points related to the steps in the process (3) Reasons why each step in the process needs to occur. This will be provided to all staff, preceptors and new staff during orientation and will be posted in work areas.

The month of June’s Safety Series focused on Patient Identification. Cy Hopkins from the Center for Quality and Safety, and Karen Miguel, Radiology Safety Officer, led the group in an interactive role-playing session which allowed for open dialogue with staff on the barriers to performing the identification check.

A Rewards and Recognition program is being developed- this program will reward the “great catches” when staff throughout the department identify inconsistencies during the identification confirmation process.

Confirming Patient Identification is the “linch pin” in providing safe care to our patients. By standardizing the process and setting clear expectations we are confident each patient will receive the care they deserve and are promised.



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## Letters of Gratitude

4-16-09

Dear Rob Sheridan,

I wanted to write to tell you about the experience I had when I came to your facility with my daughter for her MRI. The two nurses that were taking care of my daughter were FABULOUS!!! Their names are Bob Larocque and Kathy Stewart.

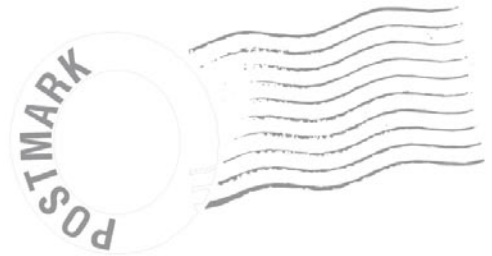
My daughter and our family has seen more than our share of hospitals and their personnel the past two years and they were by far the best nurses we have ever had the pleasure of meeting!

When Bob heard that we had another doctor's appointment the day after her MRI he went out of his way to see if the films could be read right away so I could take them with me.

Kathy was so great with my daughter. She treated us like we were her own family.

I just had to write to let you know how wonderful Bob and Kathy are!! It is very rare when you run into people that are truly made to be nurses and they definitely are!

Thank you for your time.



The letter below was written by a patient to **Ron Monroe**, a stress tech level II in Nuclear Cardiology. The patient is a 63 year old female who routinely worked out at a health club and who was scheduled with us for a stress test due to shortness or breath on exertion. Ron's quick action in diagnosing the patient's symptoms and ECG during her stress test resulted in this patient immediately being taken to the cath lab and on to bypass surgery.

Dear Mr. Monroe,

I am writing to thank you for your quick analysis and reaction to my stress test. I have no doubt that your actions on March 31 were essential in saving my life or at a minimum saving me from long term injury to my heart.

I am home recuperating and getting stronger every day. I think of what you did for me every day as I take my walks around the neighborhood! I am very grateful warmest wishes,

Name Withheld



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## Trivia Champions!



From left: Ryan Donlon, Linda Collings, and Raymond Phillips. Not pictured but part of the MRI winning team: Roseanne MacDonald, Trisha Chenel and Gerry Barnabe.

Congratulations to the team from MRI who defeated Emergency Radiology to become the first annual “MGH Radiology Trivia Champions”! The team was awarded the Lamp of Knowledge trophy and gets to hold onto it until next year’s tournament.

QUALITY OF WORK LIFE COMMITTEE

## Run to Remember

Larry Quirk successfully completed a Half Marathon - the Run to Remember on May 24th. His time was 1:52. Congratulations Larry!

MARY-THERESA SHORE, *DIRECTOR OF CLINICAL OPERATIONS*

## Service Excellence

### Level I Award Recipients

Have demonstrated superior service and understands and exhibits the FOCUS Guiding Principles.

### Level II Award Recipients

Consistently demonstrate superior service and understands and exhibits the FOCUS Guiding Principles.

## Level I Award May - June 2009

Alan Flynn  
Radiology Service Center

## RadTimes

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## Submission of Articles

Written contributions can be submitted to any member of the Rad Times Committee. Please use the submission form available on the shared (L) drive or by request. Rad Times is produced bi-monthly. The next issue will be available in mid August 2009.