

A quarterly report
for Radia physicians,
employees and
stakeholders

Reflections

APRIL 2005

A look back — 2004 accomplishments

The year 2004 was a whirlwind of activity for Radia, beginning in January with the addition of vascular services and at year's end, anticipating the opening of Swedish Radia Imaging Center in Issaquah. While challenging, the growth has been exciting and positive, and 2005 is shaping up to be another year of exhilarating progress. Here's a look back at the highlights of 2004:

Collaborative partnerships

- The Radia Center for Vascular Disease opened to provide complete and comprehensive diagnostic and therapeutic vascular services.
- teleRadia now serves 21 hospitals.

- Radia expanded geographically to provide daytime coverage for Central Washington Hospital.
- Radia is actively supporting Swedish Medical Center in the development of the Neurosciences Institute at Swedish Medical Center.
- In a joint venture with Swedish, Radia provides imaging services, including professional reads for the Swedish Issaquah campus, and management oversight for the Swedish Radia Imaging Center there.
- Evergreen Radia exceeded performance expectations in its first year.

Physician Recruitment

- Added 15 new physicians.
- Recruitment processes and physician scheduling were restructured leading to higher professional satisfaction.

Technology

- Implemented new Amicus software.
- Supported The Everett Clinic, Providence Everett Medical Center, Seattle Swedish Providence Campus and Evergreen to implement new

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The Radia Vein Center at Mill Creek will be located in Unit 303, 15244 Main Street, Mill Creek, in the new Park Place Center.

Radia Vein Center at Mill Creek opening July

The Radia Vein Center at Mill Creek

is a natural outgrowth of the Radia Center for Vascular Disease, states James M. "Jay" Cook, MD, Medical Director. "We were motivated to open a separate practice location because the population with venous diseases is distinct from patients with arterial diseases. Their needs differ."

More than half of adult women and up to one third of adult men may have abnormal appearing leg veins. These are often the source of discomfort,

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RADIA[®]



Swedish Radia Imaging Center in Issaquah opens

The new Swedish Issaquah facility opened March 1 and includes an emergency department, imaging center, lab, sleep center and physician office space. In a joint venture with Swedish Medical Center (SMC), Radia co-owns the imaging services, known as Swedish Radia Imaging Center, and provides professional

reads and management oversight. “By joining together, we are strengthening the partnership in a way that creates a longer-term relationship,” says CEO Ellen Woodward.

“We look forward to working with Swedish and in providing high quality, state-of-the-art imaging services,” states Radia’s Imaging Centers’ Manager, Art Tasaka. “The combined synergism of SMC’s reputation for quality and Radia’s subspecialty expertise will enhance care for people in the community, improve access and provide accurate, immediate information to referring physicians.”

Ben Babusis, MD, was named Medical Director for Radia’s imaging services. Onsite radiologists with support from teleRadia and a staff of about 14 will support the ED as well as outpatient imaging required by the community. A computerized digital PAC system and a 16-slice CT, MRI and ultrasound are available.

Located at 2005 NW Sammamish Road, the facility includes the state’s first freestanding emergency department which incorporates the latest in technology and is capable of handling both pediatric and adult patients. ❖



Joining Swedish Radia Imaging Center are Ben Babusis, MD, as Medical Director, and Diane Frazier, RT (R) (M), as Center Supervisor.



The opening celebration of Swedish Issaquah and Swedish Radia Imaging Center was attended by hundreds of residents at a community-wide open house on February 26.

Seattle Neurosciences Institute moves forward

Developing the Seattle

Neurosciences Institute, housed on the Swedish Providence campus, will be ongoing, according to Sanjiv Parikh, MD, Director of Program Development in Imaging. “Considerable progress has already been made on the clinic and operational side, although the facility upgrade will take much longer.”

Swedish has recruited nationally-known neurosurgeons to be the leaders of the institute. “Radia is proud to be part of this development by providing professional services,” explains Parikh. “The institute will benefit the

community at large by providing the type of neurosurgery and neuroradiology services made possible by comprehensive neuroscience institute. In addition, our collaborative partnership has the potential to bring a new book of business to Radia’s professional services.”

“We are working with Swedish for the program development of the comprehensive neuroscience institute, offering high-end neuroradiology expertise needed for the project,” notes Parikh. “When the facility upgrade is complete, there will be a ring of operating rooms and endovascular suites. We believe

there will be a huge influx of state-of-the-art CT technology available, including CT 64-slice scanner, 3T MRI and flat panel Interventional Radiology digital suites.”

Executive Director Marc Mayberg, MD, and Co-director David Newell, MD, are both nationally recognized neurosurgeons. The institute will be a center of neurosurgical expertise in such areas as stroke, epilepsy, brain tumors and skull base surgery. Additionally, there will be an emphasis on research and education with a focus on developing imaging-guided minimally neurosurgical techniques. ❖

MESSAGE from JACK LITTLE



"A touch of paranoia can help your company avoid complacency...."

Andy Grove, CEO, Intel

The ending of one year and the beginning of another usually results in resolutions, many of which never see the light of February. We had a strong year in 2004, made possible by the hard work of physicians and staff and, as is always the case, some good fortune. 2004 was good... and it's behind us. To assume that because 2004 was good, 2005 should be the same, reflects ignorance of history. Clichés become clichés because they are true. There is a reason that "the only certainty is change" became a cliché. Furthermore, as a small business, events outside of our control can affect Radia 2005. So, it would be an anomaly if 2005 is identical to 2004. Nor should we wish for that. Beyond goal-setting, innovation should be a Radia cultural norm. In *The Renewal Factor*, Robert Waterman, Jr. suggests that the challenge for companies is to retain the best of the past and still change with the times. I would take that a step further: we should participate in creating "the times" through continuous improvement and innovation. Evolution of teleRadia and partnership with vascular surgery is an example of previous reality creation.

"Even contextually or strategically appropriate culture will not promote excellent performance over long periods unless they contain norms and values that promote innovation and change."

We began 2005 by implementing changes planned in 2004: the arrival of our Chief Operating Officer, Mary Kay Chess; a redefinition of roles in finance; initiating service at Stevens Hospital; the creation of a new joint venture relationship with Swedish at the new Issaquah facility. We can't rely on the same old methods to make them work. We plan to refine our processes and procedures, particularly at teleRadia and the imaging centers. Simultaneously, we must continue to examine our strategy in light of the challenges of

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Radia's new physicians

David B. Bork, MD

START
DATE
1/1/04

Undergraduate Degree

Pacific Lutheran University, Tacoma, WA

Medical Degree

University of Washington, Seattle, WA

Internship

William Beaumont Army Medical Center, El Paso, TX

Residency

Walter Reed Army Medical Center, Washington, DC

"I am pleased to have joined Radia. Having access to more subspecialty expertise offered within the framework of a large group is particularly important in light of today's medical climate."



Arthur A. Castagno, MD

START
DATE
1/1/05

Undergraduate Degree

Yale University, New Haven, CT

Master's of Arts

University of Virginia, Charlottesville, VA

Medical Degree

University of Pennsylvania, Philadelphia, PA

Internships

Internal Medicine - Medical College of Pennsylvania, Philadelphia, PA

Residencies

Pathology - Temple University Hospital, Philadelphia, PA; Radiology - Duke University Medical Center, Durham, NC

Fellowship

University of Washington, Seattle, WA

Subspecialty

Body and musculoskeletal imaging

"Before working at Stevens Hospital, I was a member of Radia for 17 years. So, it is great to be back with an organization that feels like family. It is rewarding professionally to be part of such a well-respected group."



Brian James McCallie, MD

START
DATE
1/1/05

Undergraduate Degree

Gonzaga University, Spokane, WA

Medical Degree

St. Louis University School of Medicine, St. Louis, MO

Internship

Lemuel Shattuck State Hospital, Boston, MA; Tufts University/New England Medical Center Affiliate Transitional Internship

Residency:

Lahey Hitchcock Clinic, Burlington, MA; Dartmouth University Affiliate

"I am impressed by the quality of service and the uniformity of radiology care that Radia delivers to the community. I am looking forward to being associated with a large group that offers increased stability."



Ben Babusis, MD

START
DATE
2/14/05

Undergraduate Degree

Harvey Mudd College, Claremont, CA

Medical Degree

University of California-Irvine, College of Medicine

Internship

Virginia Mason Medical Center, Seattle, WA

Residency

University of Utah, Salt Lake City, Utah

Fellowship

University of Washington, Seattle, WA

"Over the past three years, I worked as a traveling radiologist part-time while indulging in my love of photography. I am happy to be back in an area I consider home and joining Radia. Having worked with Radia before as a locums, I am familiar with and impressed by the quality of the physicians."



Radia restructures management

In related board actions, Radia initiated administrative changes to make Radia stronger as an organization and, according to newly-titled Chief Executive Officer, Ellen Woodward, “enables us to remain a privately-held independent physician group.”

Woodward was appointed CEO, having been Chief Administrative Officer of Radia since its formation in 1997, the result of a merger between two practices with whom she had worked for a number of years before the merger. “As CAO, I was responsible for both operational and strategic areas. With our new Chief Operating Officer (COO), Mary Kay Chess assuming operational responsibilities, I can focus on strategic business relationships. We will work together to achieve continued financial success.”

Woodward will work in conjunction with the board and other management personnel to position the company at the forefront of the industry. “Working with the board is a collaborative relationship,” she says. Her duties include developing strategic plans to advance the company’s mission and objectives to build revenue, profitability and sustainable growth, identifying growth, acquisition and/or merger opportunities, directing implementation activities and negotiating and approving company contracts.

Mary Kay Chess became COO in December and is working collaboratively with physicians and management to continue building the internal operational infrastructure essential to meet and exceed business goals. “I am excited about joining a rapidly growing organization where there is a richness of everyone working together to serve physicians



Mary Kay Chess, COO, (left), confers with Ellen Woodward, CEO.

and patients,” explains Chess. “I look forward to collaborating with others in innovative ways to ensure physician and staff satisfaction in a culture of making prudent and innovative decisions with a group of very committed people.”

Chess has a diverse healthcare background and more than 15 years experience. She has a Masters in Social Work and just completed a PhD researching executive relationships in healthcare. ❖

Radia physicians demonstrate special competency

By successfully completing examination in specific subspecialties, many Radia physicians have earned Certificates of Special Competency or Certificates of Advanced Qualification (CAQ) in their subspecialties. These physicians include:

RADIOLOGISTS

- David A. Atkins – Special Competency in Nuclear Radiology
- E. Scott Casselman – CAQ in Neuroradiology
- David J. Cohn – CAQ in Interventional Radiology
- Charles P. Daly – CAQ in Vascular and Interventional Radiology
- Geoffrey Ferguson – CAQ in Vascular and Interventional Radiology

- Deborah L. Graham – CAQ in Vascular and Interventional Radiology
- Elizabeth Hayes – CAQ in Neuroradiology
- Richard E. Miller – CAQ in Neuroradiology
- Oliver Ochs – CAQ in Vascular and Interventional Radiology
- Sanjiv Parikh – CAQ in Vascular and Interventional Radiology
- Jeffrey D. Robinson – CAQ in Vascular and Interventional Radiology
- Milton Van Hise – CAQ in Neuroradiology
- Pedro Vieco – CAQ in Neuroradiology
- Bonnie J. Witrak – CAQ in Neuroradiology

SURGEONS

- James “Jay” Cook – CAQ in General Vascular Surgery
- Robert DeFrang – CAQ in General Vascular Surgery
- Philip Feliciano – CAQ in General Vascular Surgery
- W. Burley McIntyre – CAQ in General Vascular Surgery

All Radia physicians are board-certified in either radiology or surgery. The American Boards of Radiology and Surgery certify radiologist and surgeons in North America. Board certification is awarded to candidates who have demonstrated knowledge and proficiency in their specialty by successfully completing comprehensive written and oral examinations.

Stevens and Radia partnership proceeding flawlessly

In January, Radia became the professional radiology group for Stevens Hospital and Edmonds Imaging Center following a six-month planning process. Stevens approached Radia in summer of 2004 after changes in the current group practice and process improvements at the hospital led to a need for an alternative radiology provider (See Reflections Jan. 2005 for complete story). “Making the transition required an incredible amount of energy on the part of the Stevens staff,” says Kathy Vasen, Administrative Director of Diagnostic Imaging. “By working together, we will increase our efficiency and enhance customer satisfaction.” Vasen is the first Radia employee to manage the diagnostic imaging department at a partner hospital, a move that helps to better coordinate

the work of the physicians and non-physicians in the department.

“The transition went more smoothly than I thought possible, especially from the technical side of interfacing the Imaging and Information Technology Departments,” states Art Castagno, MD, Medical Director. “The Stevens staff was enthusiastic and cooperative and the departments performed flawlessly.”

Vasen and Castagno agree that feedback from the Stevens staff has been enormously positive. “People have been impressed with the professionalism and congeniality of Radia’s physician staff,” notes Castagno. “There has been a major cultural change within the clinical department and a shift toward greater quality and involvement of the

technical staff. Radia’s Interventional Radiologists have been welcomed because of their friendliness and professional commitment.” Radia continues to explore the opportunity to become partners in the Edmonds Imaging Center. ❖



*Kathy Vasen,
Administrative
Director of Diagnostic
Imaging, and Dr. Art
Castagno, Medical
Director, at
Stevens Hospital.*

Radia physicians — making a difference

Not only do Radia physicians and staff spend long hours working, but many also are actively involved in the community, both locally and globally. In the first of a series of articles on “Making a Difference,” we highlight a few of Radia’s deeply caring physicians.

E. Scott Casselman, MD – The role of advocate fits Dr. Casselman well. “I am an analytical observer. Continually seeing scenarios begging for improvement, I look for root causes, then attempt to be a catalyst for constructive change,” he says. He is particularly interested in issues related to the delivery of healthcare and the environment. For over a decade, he actively pursued the Providence Everett Medical Center to work within the wider Medical Community to find new ways to work cooperatively to better serve patients. He has been involved with such groups as the Everett Community Healthcare

Partnership, Rotary, Citizens Active for Mukilteo’s Preservation, and Mukilteo’s Friends of the Community Center. He strongly supports efforts to save green space and protect the watershed along the Mukilteo shoreline.

James M. “Jay” Cook, MD – Cook has been heavily involved with fund-raising efforts for Providence Everett Medical Center. He serves on the PEMC Foundation board and was Chair of the 2004 Epicurean Affair. “The proceeds from the event go toward vascular and heart programs. We try to raise funds for services that are either under or not funded at all.”

Nancy Neubauer, MD – Neubauer and her husband have participated in a number of medical mission trips to Honduras. “We established a diagnostic imaging center with an emphasis on breast examinations and treatments.” According

to Neubauer, the mission group sets up the facility, provides equipment and sustainable education for doctors and technologists.

Sanjiv Parikh, MD – Passionate about improving healthcare in his native country, Parikh returns to India every other year. “I go in an effort to make things a little bit better,” he explains. He takes equipment with expired use dates, such as catheters and stents. “I only take items that can be re-sterilized,” states Parikh. While in India, he spends some of his time teaching Interventional Radiology techniques. In addition, he gives generously to major disaster relief efforts, such as the recent Tsunami tragedy.

David Zunkel, MD – Zunkel has been involved in Rotary since 1989 and was one of the charter members in the South Everett-Mukilteo Rotary, eventually serving as president in 1994-95. “The best thing about Rotary is the caring people involved who want to ‘make a

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2004 accomplishments

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Picture Archiving and Communication Systems (PAC).

Preparing for the future

- Relocated corporate teleRadia, expanded the corporate office and consolidated billing and accounting records.
- Re-aligned the management infrastructure to support future growth including the addition of the Chief Operations Officer position.
- Redesigned Radia web site making it more useful and user-friendly.
- Completely redesigned staff performance management system. ❖

Mill Creek Vein Center opening

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swelling and leg fatigue. “People usually seek treatment either to eliminate their uncomfortable leg symptoms or to improve their appearance. We want to address both,” says Cook.

The center will be staffed by the vascular surgeons from Radia Center for Vascular Disease, a vascular technologist, nurse practitioner and assistant. It will be the first facility in North Snohomish county to be dedicated to the treatment of venous problems and expects to draw patients from a wide geographic area, including north to the Canadian border and north and east King County. ❖

Kudos...

Tammam Nehme, MD's

diagnostic skills were recognized in the January issue of Radiology when he successfully diagnosed a case of Erdheim-Chester Disease. Each issue features a contest to diagnose a particular disease. A case study, history and a set of x-rays are provided.



According to Nehme, Erdheim-Chester Disease is a very rare, multi-system disease that can infiltrate the cells affecting the bone, liver and hypothalamus in the brain. “It usually affects people from 30 to 50 years of age and sometimes presents with bone pain, as did this patient. From his history, the MRI of the brain and the sclerotic lesions in his bones, I thought of the disease and verified it by going online.

Message from Jack Little

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our industry and to alter course as necessary. An in-our-face issue is the advent of noninvasive cardiac imaging. The crafting – or not – of relationships with cardiologists, as interventionalists did with vascular surgery, will be

Radia physicians make a difference

difference,” he states, and cites projects such as the Boys and Girls Club, Mukilteo Food Bank, scholarship programs in three local high schools and the Rotary Foundation. “Yearly, we distribute 200 to 250 turkey dinners to needy families at Thanksgiving and take 35 to 40 children Christmas shopping for their families. We also helped keep the DARE program

I enjoy the challenge and it's also a good way to keep my skills sharp”

James M. “Jay”

Cook, MD, was elected as the 2005 President of the Pacific Northwest Vascular Society (PNVS) at its 2004 annual meeting. Founded in 1984, the Society is comprised of about 125 vascular surgeons in Washington, Oregon, Idaho, Saskatchewan, British Columbia and Alberta representing both academic and private practices.



“I'm honored to be chosen as President,” says Cook. “PNVS brings together the best and brightest vascular surgeons in our region to explore the most current diagnostic and therapeutic options as well as study quality and long term outcomes for vascular surgery.” ❖

crucial in determining the shape of our future practice. And if successful, these relationships will bring their own challenges; and so it goes. And while the year is still young; resolved that Radia will consciously avoid the comfortable path of what worked before and create our own change before someone else forces theirs upon us. ❖

going in Mukilteo at a time when its funding was eliminated. One of Rotary's international projects is global elimination of polio (Polio Plus). “Rotary has been a great experience because it has enabled me to be involved in the community with worthwhile projects and to meet non-medical colleagues.”

Thank you for getting involved! ❖



NOTE: Reflections' topics and strategic direction are determined by Radia's Operations Committee which includes Virginia Eschbach, MD; Jack Little, MD; Bill Marks, MD; Don Peters, MD; Jeff Robinson, MD; Rich Satre, MD; Gary Lammert, MD; Mary Kay Chess, COO; and Ellen Woodward, CEO. The Management Team includes Keith Arzen, Katie Carle, Nicki Ewing, Ken Kouchi, Danna Beal, Kathy Vasen, Jack Jones, Tessa Machle, Art Tasaka, Janice Smith, and Cheryl West. Questions/comments may be directed to Danna Beal at [dbeat@radiax.com](mailto:dbeal@radiax.com).