



# CHAIRMAN'S CORNER

## TAKING CHARGE OF CHANGE

by Alan Matsumoto, MD, Chair

In the Fall 2016 Keats Society Alumni Newsletter, my column on the topic of change was influenced by the book, *Who Moved My Cheese*. In this longtime bestseller, Dr. Spencer Johnson relays a parable about mice living in a maze in which their cheese is continually being moved by forces beyond their control. His message was that change is inevitable, is often beyond one's control, requires adaptation, and may necessitate looking for new sources of "cheese." Building from this message, Harvard Business Professor Deepak Malhotra reshapes the mouse parable in his book, *I Moved Your Cheese*, to convey a more empowering message: that chasing and finding new cheese, especially in someone else's maze, is not likely to lead to long-term happiness. Rather, Malhotra suggests that we should not only learn how to effectively adapt to change, but also seek to understand why the change has occurred so that we can exert greater control over both our behaviors and our circumstances. In doing so, we can have a greater influence on the changes we will experience and how we experience and respond to them—or, where we find (or make) our cheese.

In the spirit of *I Moved Your Cheese*, our department has developed a number of initiatives to proactively reshape our immediate environment in the midst of larger institutional and national changes in healthcare. Two key strategies involve extending our outreach and creating a more positive patient and workplace environment.

Regarding our physical environment, we have, over the past few years, installed digital monitors throughout the department and created unique content that features and celebrates the incredible staff, trainees, and faculty with whom we work every day. This information also educates patients and their families about the specific talents and training of

their team of technologists, nurses, and radiologists who collaborate to optimize their care. Additionally, we have embarked on a department-wide art design project meant to enliven our surroundings and provide patients, families, and department members a much warmer and more welcoming environment in which to receive care and to work. This project should be completed by April 2017.

We have also completely remodeled the Radiology and Medical Imaging reception area and the MRI suite at the Medical Center. The reception area now has a much more open and comfortable feeling, and the digital screens within the space help to familiarize patients with our department. The new Medical Center MRI suite features state-of-the-art technology (3T Prisma, 3T Skyra and 1.5T Aera) and was designed for enhanced MRI safety, improved patient flow, and a more positive patient environment.

In terms of expanding our outreach and enhancing our work efficiencies, we have partnered with the Medical Center to design a three-story Educational Resource Center (ERC), which is located across the street from the Medical Center, adjacent to the Emily Couric Cancer Center. The ERC will be operational in April 2017 and will include an educational and simulation center, an outpatient pharmacy and outpatient imaging services. The ERC imaging facility will house a 3T MRI, a dual-energy CT, and two Ultrasound units, as well as diagnostic X-Ray. The architectural design of the ERC is purposely spacious and open, allowing natural sunlight to fully bathe the entrance below street level. We plan to move all appropriate outpatient imaging services from the Medical Center to the ERC to eliminate less-than-optimal dynamics such as outpatient delays caused by emergency room and/or inpatient needs.

Additionally, we have, over the past five years, expanded our outpatient imaging services to the Zion Crossroads (east) and Northridge (west) facilities, moved our Nuclear Medicine operation into the Emily Couric Cancer Center (across the street from the Medical Center), expanded our Pediatric Imaging services to the Battle Building Children's Center (Main Street) and completely remodeled all of our radiology reading rooms and faculty offices.

In 2006, Interventional Radiology (IR) moved to the first floor of the Medical Center into an expanded area of new space. However, there are already new plans to co-locate IR with all of Interventional Cardiology and Endovascular Surgery on the second floor of a new \$386M Bed Tower and Emergency Department (ED) expansion. The benefits of this move include expanding to seven IR suites into an OR environment, including a CT Myabi room, more space for prep and recovery with 24-hour staffing, and better opportunities to collaborate across specialties. The IR move will also allow for much-needed space for venous access and our growing Body Imaging procedural services as well as the creation of a "hub" for transportation services. This expansion project has already broken ground where the old heliport and MRI pavilion were previously located and is scheduled for completion in late 2019.

While often uncertain and uncomfortable, change can also be exciting, as I hope these examples convey. Indeed, the more we can do to affect and control our destiny, the easier it is to adapt and adjust to change—to have a hand in shaping the results, and to know where to find the new cheese.

All the best,

A handwritten signature in black ink, appearing to read "Alan".