

# Yale Practice

Published by the Yale Medical Group

## BRINK TO LEAD DIAGNOSTIC RADIOLOGY



**J**ames Brink, MD, Interim Chairman of Diagnostic Radiology, had not envisioned his two degrees in electrical engineering and medicine, as building blocks

for a career that now includes Chair of a department at the Yale School of Medicine, election to membership in the prestigious Society of Computed Body Tomography and Magnetic Resonance, and twice a recipient of the Godfrey Hounsfield Award for research excellence in Computed Tomography. Brink has also been elected a Fellow, American College of Radiology.

Brink was recruited to Yale in 1997 as Vice-Chair of Clinical Affairs. Now, as Interim Chair with his own administrative team, he is eager to implement new technology that has been in planning for much of that time. Additionally, he will address broad issues of inpatient and outpatient resource management, improved quality of service, and building better bridges to a world-class bioimaging science division within the department. The latter challenge involves increasing direct translation between basic science and clinical applications. Brink commented: "This department will continue to focus on the three missions of clinical practice, research and education, but with greater goals for service delivery through the use of advanced technology."

Anne Curtis, MD, will serve as Vice-Chair Clinical Affairs and drive the clinical quality improvement initiative. With the goal of converting the radiology department to full digital capabilities by 2004, Vladimir Nekdesa, MD, will continue as Director of Information Technology and partner with Yale-New Haven Hospital to further imple-

ment the Picture Archive and Communication System (PACS). PACS will enable e-delivery of images to referring physicians, hospital wards, outpatient clinics and specialists within the department for rapid expert interpretation. According to Brink: "The exponentially increasing volume of inpatient admissions is impacting the department's ability to provide outpatient services on a priority basis, causing some outpatient procedures to be lost to other organizations. All options will be considered to stem this undesirable trend, including off-campus and satellite facilities." Howard Forman, MD, Vice-Chair for Finance and Administration will assist in evaluating all outpatient opportunities.

Supporting the research mission, funding commitments from Pfizer Pharmaceuticals will ensure a new PET center will be built on the Yale campus. Brink has secured additional funding for innovative research ideas brought forth by faculty.

For further information you may contact Dr. Brink at 785-5251 or james.brink@yale.edu.

## APPLERA, PwC AND YMG

**B**rand names are important in every aspect of professional practice and commerce. Huge oil companies change their names when they merge. Accounting firms do the same. Do you remember Coopers and Lybrand? For professional companies the firm name is often the brand identity as well. Sometimes companies rename themselves to signal new business vectors. Do you remember what Applera was before it too changed its name? Good brand names elicit instant recognition. You immediately associate the name or corporate mark with the product or service. Some people associate Mayo not with turkey sandwiches but with quality care. In our environment, we have tremendous professional skills and knowledge but our public has trouble distinguishing our academic clinical practice from others that share the Yale brand name.

In an increasingly competitive health-care market, distinguishing the services and expertise of the full-time Yale faculty is an important strategic goal. We very much need a way to communicate our practice and skills to the public.

One approach to gain broader recognition as a very special medical destination of choice, is for the public to come to instantly identify the Yale Medical Group and associate it with the quality and expertise of the university physicians of Yale. Specifically, for successful branding a name has to be immediately recognizable in a world of overwhelming choices and conflicting information available from endless sources, some of dubious reliability. The development of our name, Yale Medical Group (YMG), was a critical step in our strategy to win the attention and loyalty of referral sources and prospective patients. Our current baseline consumer research shows the public has little recognition of our name. Over time we

### SEVENTH ART PLACE EXHIBIT BEGINS ON MAY DAY



The seventh in a series of art exhibits is planned for the Yale Physicians Building Art Place on May 1, 2003. Artists must complete an application and submit a portfolio minimum of 12-15 prints, slides or the actual works, between March 7-12. For application forms and requirements, contact Linda Borer at 785-5144 or linda.borer@yale.edu.

# MONITORING METRICS MAKES MONEY

This article is the second in a series of five that highlights the practice-wide standing for each metric that reflects the health of YMG cash flow in relation to our organizational financial goals. The business processes that impact these metrics are controlled by front-end operations within each clinical department. YMG has no authority over these activities so we provide this information in the hope that departments will focus attention where improvement can be achieved. These results have previously been published and reviewed with all clinical departments and the YMG Board of Governors.

Missing charges represent revenue lost when patients are seen and treated, but a charge is not posted for that visit. Front-end staff should run a daily list called **IDX Missing Charges**, which checks whether every patient has been arrived, pended or rescheduled against the charges posted. PriceWaterhouseCooper (PwC) consistently audits this benchmark and endorses YMGs' goal of 0%. The practice-wide average for FY2001 was 2% and in FY2002 it was 1%. The YMG goal is certainly attainable but we need your help.

For questions or assistance contact Laura Smith at 787-2793 or [laura.smith@yale.edu](mailto:laura.smith@yale.edu).

## DEPARTMENTS MEETING THE GOAL

- ★ Dermatology
- ★ Orthopaedics
- ★ Therapeutic Radiology

## APPLERA (continued)

hope to have patients and referring doctors increasingly associate 'Yale Medical Group' with the highest quality tertiary care in the region. It would be especially gratifying if we could achieve the same results internally among our own faculty and staff.

Our long term strategy to establish our brand name is one of tenacity and repetition. If 300 physicians saw 20 patients a day and gave each patient a business card with the YMG logo, that's 6,000 repetitions; reports on letterhead to referring MDs: another 6,000; completed encounter forms: another 6,000. And so on. Frequent repetition (and usually large marketing budgets), relentlessly work to make that permanent imprint. We don't have a large marketing budget, but we have an extensive network of faculty who will benefit from broader recognition of the Yale Medical Group brand.

Collectively, we can create this frequent repetition if everyone uses the YMG clinical identity at every opportunity. Examples include:

- YMG** Adopt YMG and use department and section stationery –letterhead, business cards, fax cover sheets, and more
- YMG** Include YMG on updated or new brochures and patient education materials
- YMG** Include YMG in newspaper and yellow page ads
- YMG** Include YMG on PowerPoint clinical presentations along with the YSM or departmental logo

**YMG** Print the YMG logo on patient forms, bills, interdepartmental forms, etc.

**YMG** Use the [yalemedicalgroup.org](http://yalemedicalgroup.org) url when you would like to direct people to your clinical website

YMG provides design assistance for all these marketing opportunities. To order stationery items or request development assistance with any print or advertising project, please contact Ann Freeman at 785-6592 or [ann.freeman@yale.edu](mailto:ann.freeman@yale.edu) or Mary Hu at 737-4218 or [mary.hu@yale.edu](mailto:mary.hu@yale.edu).

## PHYSICIANS NEEDED TO MENTOR ASPIRING PRE- MEDICAL UNDERGRADUATES!

The Yale Medical Professions Outreach (YMPO) is a new undergraduate program beginning this term. It is dedicated to providing Yale undergraduates the opportunity to shadow a physician. The program seeks Yale-affiliated physician mentors of all specialties that are located near campus.

Shadowing experiences will be informal and on a per term basis. The frequency of the meetings will be up to the physician and student to decide. Students should be addressed on issues of patient confidentiality and commitment. There are many Yale undergraduates interested in medicine but few who have any personal contact with real physicians. To give a student that kind of guidance this spring, please contact [abraham.kim@yale.edu](mailto:abraham.kim@yale.edu) as soon as possible.

# Yale Practice

Published by the Yale Medical Group

300 George Street, 6th Floor New Haven, CT 06536-0805  
(203) 785-2140 phone <http://info.med.yale.edu/ymg>

Editor: Ann Freeman

Assistant Editor: Lisa Galella

Director: David J. Leffell, M.D.

Associate Director: Marianne Dess-Santoro

Director, Strategic Development/Marketing: Mary Hu

## Yale Medical Group

THE PHYSICIANS OF YALE UNIVERSITY