Dr. Andrea Lum

Welcome to our new format for our departmental Semiannual Report/Medical Imaging Newsletter.

At the beginning of the year, we enhanced our departmental Career Development Process (CDP) for clinical faculty with a team-based approach in order to provide ongoing academic mentorship in research with a physicist and ongoing clinical mentorship by a member of our Appointments & Promotions Committee. We were very appreciative of the time and efforts of our academic administrative staff involved with scheduling, preparation documents and faculty CDP team members who devoted many hours to make these sessions meaningful for our faculty. Promotion process is part of everyone’s academic career, and we are committed to facilitating faculty promotion process. There will again be upcoming evening events for all assistant professors and new faculty.

This is a banner year for our Continued Medical Education Visiting Professor Series, with eight professors coming to Western from all over the world. Please join us for these events and mark them in your calendar when they are announced.

For more information, contact Jackie Windsor at jackie.windsor@lhsc.on.ca

London Imaging Discovery Day was a resounding success with our keynote speaker Dr. Brian Goldman. His recorded presentation will appear shortly on our website, www.uwo.ca/radnuc. We appreciate all the hard work required annually to make this research day a great success. See the full report by Jackie Windsor, Acting Administrative Officer, on page 4.

The hospital departments at London Health Sciences Centre (LHSC) and St. Joseph’s Health Care London also have implemented many changes, including HUGO/CPOE (Healthcare Undergoing Optimization/Computerized Provider Order Entry), endorsed city-wide by the Medical Imaging Professional Interpretation Quality Committee. After many months of meetings, Clinical Services Renewal at LHSC process and report has been completed and we look forward to implementing new direction and initiatives. Thank you to all faculty members who were involved. One key area for our department will involve infrastructure equipment renewal at LHSC, and we are anticipating the development of a new model for procurement called Managed Equipment Services. Clinical Services Renewal will be commencing for St. Joseph’s soon.

We are proud that our graduated trainees have again achieved their personal success as they continue their careers with fellowship training across Canada. Accreditation preparations for LHSC (see Brendon Pilgrim’s message on page 11) and the Schulich School of Medicine & Dentistry are upcoming activities. Many of you are and will be involved with making these successful.

We thank you all for your dedication and commitment for excellence in your clinical and academic work so that we can provide the best imaging care for our patients and continue to achieve academic excellence in teaching and research. Have a great summer. We look forward to the fall and the challenges ahead.
MESSAGE FROM THE DIVISIONAL CHAIRS

Chair, Division of Nuclear Medicine

Dr. Jonathan Romsa

This newsletter provides a good moment to reflect on the happenings of 2013-2014.

From an educational perspective, after having been reaccredited by the Royal College, the Resident Training Program has welcomed several new trainees, both from within Canada and abroad. We aspire to make your learning experiences memorable. Similarly, our fellowship program has continued to be vibrant, attracting trainees from various fields including endocrinology, cardiology, radiology and nuclear medicine. For those moving on to new career positions, we wish you the best in your future endeavours.

Operationally, it has been a busy year with the installation of two new cardiac cameras at University Hospital and Victoria Hospital. A third general-purpose camera is set to be installed at St. Joseph’s. The PET imaging program continues to expand, as well as the Therapy Program (Neuroendocrine, Thyroid cancer and other minimally invasive therapies).

Administratively, the department has worked collaboratively with St. Joseph’s and LHSC to plot a strategic course to meet the future requirements of the Medical Imaging Department in these challenging economic times. Important work has been done in an effort to ensure sustainable capital funding and with regards to the Clinical Services Renewal project at LHSC.

Several individuals with long ties to the department have retired or moved on to new challenges. Dr. Albert Driedger retired last summer after many years as a respected clinician, administrator and innovator in the field of nuclear medicine. Dr. Joseph McGillen is moving to an expanded clinic based practice at London Cardiac Institute after many years of involvement in nuclear cardiology, first at South Street and then later at the new Victoria Hospital. Kathy Williams, our coordinator, is transitioning to other challenges with the PACS group. We thank you all for your many years of dedicated work in the provision of excellence in patient care.

On that note, I would like to wish everyone a safe and happy summer.

Chair, Division of Imaging Sciences

Dr. Aaron Fenster

The research programs in the department continue to grow. Because of the growth and evolving research environment at both the University and national levels, a research-focused strategic plan was formulated. Imaging research is recognized in the School and University as a major program worthy of support and awards.

The Department of Medical Imaging as a foundational member has provided support to the Biomedical Imaging Research Centre (BIRC). This year, there were four successful CFI awards within the BIRC community. This includes Dr. David Holdsworth and his collaborators for a new facility for loadbearing imaging, biomechanics and orthopaedics research; Dr. Ting-Yim Lee and his colleagues for a dual energy CT scanner that can perform functional imaging using a low radiation dose that is applicable for oncology and cardiology; Dr. Blaine Chronik’s team for a testing and development facility that supports industry and academic efforts to develop compatible medical devices and technologies; and Dr. Ravi Menon and his colleagues for the Centre for Functional and Metabolic Mapping.

With other successes in the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council (NSERC), ORF and others, these grants continue the establishment of state-of-the-art imaging facilities for human and small animal research in London.

The Digital Imaging Group (DIG) of London was established in 2006. DIG is a group of radiologists, scientists and engineers dedicated to improving and advancing digital medical imaging to accelerate the development of novel clinical tools in the PACS environment. All the projects are conducted under collaborative partnership with GE, LHSC, St. Joseph’s and Lawson. DIG researchers have published 20 journal papers, 50 conference papers and 15 patent disclosures, with two books in the pipeline, which showcases the breadth of the group’s achievements.
Let us introduce ourselves: the Department of Medical Imaging is part of the Schulich School of Medicine & Dentistry at Western University. Medical Imaging training is shared across the three campuses of the University Hospital, Victoria Hospital and St. Joseph’s. These three teaching hospitals have joined in partnership with Schulich Medicine & Dentistry, with access to Lawson Health Research Institute, Lawson Imaging and Robarts Research Institute, to provide hands-on, one-on-one guidance of our residents, fellows, visiting elective students, observers and other trainees.

With the expertise of 51 full-time clinical academics in radiology, seven in nuclear medicine, 12 in imaging sciences and 1.4 full-time equivalent (FTE) combined radiology/nuclear medicine, learners enjoy high-quality, broad-based training opportunities.

An additional 24 faculty are adjunct, providing undergraduate medical school teaching at the Windsor campus. We have 12 primary appointments within basic sciences and 19 cross appointments from the Department of Medical Biophysics.

The department employs five dedicated administrative staff. As one of our past residents recently stated, “[W]ithout question, the foundation and strength of our program lies with the exceptional dedication of our faculty [who] demonstrate a strong desire to teach and are committed to doing so, no matter if it entails spending extra time.”

Opportunities abound, from our engaging and enlightening visiting professor lectures, an annual resident retreat, enriching Journal Club social evenings, weekly specialty rounds, and individualized review sessions, to conference invitations, course lectures, abundant research opportunities, interdepartmental support, our commitment to utilization of new and improved technologies and even our annual staff versus residents softball game, our learners have little choice but to make the most of the postgraduate experience.

At our 2011 departmental retreat, we formed our ongoing mission: To provide and lead excellence in medical imaging for our patients with an academic and clinical focus of an academic Health Sciences Centre and network. Quality education leads to quality in patient health care; our mandate says it all.

So, welcome. We hope you enjoy the update.

“The foundation and strength of our program lies with the exceptional dedication of our faculty.”
How time has flown. It seems like yesterday—and yet it was June 13, 2014—that the 8th annual London Imaging Discovery Day was held.

This year’s conference was led by Dr. Andrea Lum, chair of Medical Imaging and city-wide chief of the Department of Diagnostic Radiology, along with Aaron Fenster, PhD.

Dr. Brian Goldman from CBC’s “White Coat, Black Art.” Dr. Goldman spoke about examples of errors frequently taking place in hospitals, and systemic and personal factors that contribute to these errors. He enlightened us on factors in the culture of medicine that perpetuate mistakes, and encouraged us to practice curiosity as a tool to learn from our mistakes.

Thirty-one posters and 10 oral presentations educated us on myriad topics. Oral presenters included students in medical biophysics, biomedical engineering, nuclear medicine and medical imaging. Topics revolved around imaging techniques, guidelines, models, reviews, academic curricula and finding a balance between patient care and resident education. Dr. Mousumi Bhaduri’s Quiz, “The Game of Syndromes,” was alluring, intriguing and, from what I understand, just downright challenging.

Five residents, two radiology fellows and four nuclear medicine fellows received their graduation training certificates. More than 40 additional awards and prizes were distributed to outstanding individuals who have shown passion, integrity, engagement, fierce determination and collaboration within and outside the Department.

The true measure of support and collegiality rests with your attendance at this event signifying the culmination of a year’s worth of work. By attending the London Imaging Discovery Day, you are adding your stamp of approval to this event.

Special thanks goes to Krista Kulczycki, our summer student, who has embraced the planning of this event as if it were her own party, and to Kellie Griffin, our selfless human resources coordinator.

A special thanks to our financial sponsors: GE Healthcare, MD Management, Philips Healthcare and Toshiba Canada, while in-kind sponsors included Mercury Blueprinting and Compudata. We are very grateful for their ongoing support.

Thank you again to everyone involved. See you next year.

“Celebrate our successes, reflect on the past year and find ways to work better together in the future.”
The research team is the recipient of the 2014 Canadian Association of Medical Radiation Technologists’ (CAMRT) Research Grant Program for the ongoing research project, tentatively titled “Dose optimization in direct digital radiography: A study of practitioners’ assessments of image quality and their perceptions.” The importance of regularly investigating dose optimization strategies for general radiographic exams is critical to ensure practitioners are delivering a dose as low as reasonably achievable to patients (Canadian Association of Medical Radiation Technologists, 2012).

The data collection phase of the project has just been completed with approximately 100 practitioners participating in eight clinical sites in southwestern Ontario. Funding provided by the CAMRT Research Grant Program supports the completion of the research project and findings will be disseminated to radiography practitioners and educators across Canada. Reprinted in part with permission from CAMRT: Canadian Association of Medical Radiation Technologists Newsletter, 32(2), 2014.

Dr. Deljit Dhanoa will be located at Victoria Hospital starting September 2, 2014. Dr. Dhanoa completed a vascular interventional fellowship at St. Michael’s Hospital in Toronto, and currently works at the Fraser Health Authority as a staff radiologist in Vancouver, British Columbia. Prior, Dr. Dhanoa was the assistant medical director, emergency and trauma services at Sunnybrook and Women’s College Health Sciences Centre.

Dr. Stefanie Lee will begin at University Hospital in early July. Dr. Lee completed her abdominal imaging fellowship at the University of Toronto this year.

Dr. Sachin Pandey comes to us from Brigham Women’s Hospital & Children’s Hospital Boston where he completed an interventional neuroradiology fellowship. In 2013 he was a graduate assistant in diagnostic radiology at Harvard, following a neuroradiology fellowship. In 2012, Dr. Pandey won the Andrew Berezin Award for excellence in clinical mentoring, Resident Teaching Award, and Harvard University Humanism Award. He joined us in late July and will be stationed at University Hospital.

A warm welcome goes to Dr. Stefan Potoczny, who will be stationed at St. Joseph’s beginning July 2, 2014. Dr. Potoczny completed breast imaging and interventional radiology in 2014 at the Schulich School of Medicine & Dentistry after completing his radiology residency at Memorial University in St. John’s, Newfoundland. Dr. Potoczny has provided locum work for London X-Ray Associates and affiliated hospitals, as well as coverage in Newfoundland at the G. B. Cross Memorial Hospital and the Western Memorial Regional Hospital.

Dr. Stephany Pritchett will be located at University Hospital. Dr. Pritchett has completed a musculoskeletal radiology fellowship at McMaster University. She completed her residency at Memorial University of Newfoundland. Dr. Pritchett is a Gymnastics Canada national-level judge and has been involved in community athletics in a leadership capacity for 20 years.

Welcome back to Dr. Michelle Ricketts, who will be located at St. Joseph’s, in the capacity of women’s imaging. Dr. Ricketts completed a fellowship in women’s imaging from Sunnybrook Health Sciences Centre in Toronto after completing residency training here at Schulich Medicine & Dentistry.
RECOGNITIONS

Awards of Excellence

JACKIE WINDSOR

DEAN’S AWARD OF EXCELLENCE FOR STAFF

We are pleased to announce that Jackie Windsor was honoured with a Dean’s Award of Excellence for Staff. Jackie is the acting administrative officer in the Department of Medical Imaging and an integral part of the team.

Along with managing the annual London Imaging Discovery Day, Ms. Windsor manages the Department’s newsletter and is always willing to do whatever is needed to keep the Department running smoothly.

Her passion for her work is contagious, and she creates her own standards of excellence that set an example for others to follow. Congratulations, Jackie.

BIOMEDICAL IMAGING RESEARCH CENTRE (BIRC)

DEAN’S AWARD OF EXCELLENCE FOR FACULTY (TEAM)

Congratulations to BIRC and all of its members on receiving the 2014 Dean’s Award of Excellence for Faculty – Team Award presented on May 21 at this year’s Celebration of Excellence.

BIRC was recognized for advancing the field of biomedical image-guided diagnosis and therapy. This multidisciplinary group of more than 350 personnel is devoted to discovering and developing innovative imaging techniques and instrumentation to improve the understanding, diagnosis and treatment of human diseases.

BIRC translates research to the clinic, providing an outstanding environment for collaboration, interdisciplinary training and education, and is producing our future leaders in medical imaging research. Through the efforts of the team at BIRC, London’s biomedical imaging continues to be internationally known for its excellence.
LONDON IMAGING DISCOVERY DAY AWARDS

Congratulations to our outstanding residents, students and faculty on receiving a number of awards all presented at the annual London Imaging Discovery Day.

Resident awards

CAREY SINGH AWARD

Congratulations to Dr. Jonathan Chung, the 2014 Carey Singh Award recipient. This annual postgraduate award is for medical residents in the Department of Diagnostic Radiology and Nuclear Medicine at Western, to encourage and recognize excellence in the spectrum of residency training. The successful recipient was determined by his peers and supervisors to excel in the areas of teaching and service.

RANKIN SINGH AWARD

Dr. Derek Cool is the recipient of the 2014 Rankin Singh award. This annual postgraduate award is given to a radiology resident in the Department of Diagnostic Radiology and Nuclear Medicine at Western who, in the opinion of the selection committee, has completed, or is near completion of, a research project of exceptional quality.

DR. TOM MUNRO IMAGING RESIDENT PRIZE

Congratulations to Dr. Derek Cool, this year’s recipient of the Dr. Tom Munro Award. This award is given to a resident in the Department of Medical Imaging in either the specialty of radiology or nuclear medicine who, in the opinion of the judging panel, gives the best oral research presentation at the Department’s annual London Imaging Discovery Day.

RSNA ROENTGEN AWARD

Dr. Rebecca Zener is this year’s recipient of the RSNA Roentgen Award, which recognizes and encourages outstanding residents and fellows in radiologic research as evidenced by presentations of scientific papers at regional or national meetings, published scientific papers in peer-reviewed journals and receipt of grants or contributions to the success of a research program within the Department.

Student awards

POSTER FIRST PLACE

First place in our annual poster presentation was awarded to Justin Tse for his poster, “Novel dual-energy micro-CT contrast agent for the characterization of bone vasculature.”

POSTER SECOND PLACE

Second place in our annual poster presentation was awarded to Sarah Mattonen for her poster, “Early prediction of lung cancer recurrence after stereotactic radiotherapy using second-order texture statistics.”

POSTER THIRD PLACE

Third place in our annual poster presentation was awarded to John Baxter for his poster, “Interactive segmentation with topological anatomical knowledge and generalized hierarchical max-flow.”
Jacob Van Dyk was presented with an Honorary Doctor of Science at the 2014 Schulich School of Medicine & Dentistry, MD Convocation.

During his award-winning teaching career at Western University, Dr. Van Dyk also served as head of physics and engineering at London Health Science Centre’s Regional Cancer Program. He is professor emeritus in the Department of Medical Biophysics and, most recently, worked as a consultant at the International Atomic Energy Agency for which he continues to perform various international teaching assignments.

His research focuses on the implementation of radiation technology in the clinical practice of cancer treatment. Dr. Van Dyk has played a leadership role in academic and professional organizations, including the Canadian College of Physicists in Medicine, Canadian Organization of Medical Physicists, American Association of Physicists in Medicine and International Atomic Energy Agency.

Congratulations to Dr. Van Dyk on this achievement.
Updates

QUALITY REVIEW – Dr. Robert Stodilka

In February, your elections formed a committee to establish and run a quality review process. I’m pleased to announce our committee’s name: Medical Imaging Professional Interpretation Quality Committee (MIPI-QC). As chair, I’d like to thank the committee members for their enthusiasm, ideas and time: Drs. Justin Amann, Mousumi Bhaduri, Mark Landis, Donald Lee, Said Osman, David Pelz, Irina Rachinsky and James Warrington. I’d also like to thank Dr. Andrea Lum for anticipating this need and launching the initiative.

MIPI-QC is deep in the trenches on several fronts: establishing our scope and terms of reference; determining the role of the Quality of Care Information Protection Act (QCIPA) and building the necessary hospital relationships; creating a framework for peer review; and exploring corresponding software options. Several of us will be attending the June 7 Ontario Association of Radiologists Peer Review Continuing Medical Education (CME) in Toronto to stay abreast with the latest on this evolving topic.

RADIATION SAFETY TRAINING – Dr. Robert Stodilka and Mr. Ben Reyes

Many of you know Ontario’s present X-ray safety legislation is decades old—but changes are coming. In spirit, the Ministry of Health and Long-Term Care (MOHLTC) and Ministry of Labour (MOL) regulations will be modernized to encompass advances in technology and application, and new understandings of risk. In substance, we anticipate regulations will be aligned closely with X-ray safety codes from the federal government and other provinces. These changes, which will impact our hospitals and physicians, are inevitable but timelines remain unknown.

Presently, there is legislative ambiguity on whether some professional groups (including physicians) require documented training in X-ray safety. We fully expect MOHLTC to increase clarity on this topic by making documented training mandatory for all X-ray workers. Radiation Safety Officers (RSOs) for LHSC and St. Joseph’s presented this case to MAC, who decided that it was in the best interest of physicians to go through the same training process as all hospital X-ray workers. At the same time, this case did reinforce to MAC that X-ray use is growing in DI and beyond—but there is continued vigilance by DI for all.

Throughout the next few months, you will be receiving information on how to complete this training (which is available online via Medical Affairs My Education and should take about 30 minutes).

But the story does not end here. More changes are coming. Stay tuned!

IN MEMORIAM – Dr. Eakins

It is with great sadness that we share the passing of Dr. (Thomas) Stephen Eakins on June 15. Dr. Eakins, BA, MA, MB, FRC(P), FRCR, was a radiologist with St. Joseph’s and London X-Ray Associates (LXA) for many years. Known for his fantastic sense of humour and warm demeanor, he was loved by many. Dr. Eakins will be remembered as an advocate for his profession, a brilliant radiologist and a warm and loving colleague and friend.

WELCOME NEW PGY2 RESIDENTS

We wish to welcome our new PGY2 residents to the Department of Medical Imaging.

- Dr. Eugenia Khorochov comes to us from Memorial University (Newfoundland), Dr. Joel Mercer from Memorial University (Newfoundland), Dr. Stacey Speer from McMaster University (Hamilton) and Dr. Euan Zhang from the University of Alberta.

Welcome also to our new PGY2 resident in the nuclear medicine program, Dr. Olfat Hasan, who comes to us from University of Baghdad, Iraq.
Personnel Updates

CINDY HUNT RETIRES

Cindy Hunt, our finance coordinator, has taken an early retirement from the Department of Medical Imaging. Cindy has been with the department for 10 years. In her role, she was responsible for managing the day-to-day finances of the department. Cindy was responsible for ensuring the financial integrity of the department on a day-to-day basis and was exceptional in her role as finance coordinator.

Cindy is leaving the department to be closer to one of her children and her family in Kelowna, British Columbia. She will be missed by everyone who knows her, for her terrific sense of humour, her positive outlook, her articulate nature, and her extensive knowledge base. Farewell, Cindy, and congratulations to you and your family!

FAREWELL FROM DR. PETER DE MAIO

Parting words from Dr. De Maio: “In the blink of an eye. This is how fast a really good year goes. My year at LHSC was no exception. Thank you to the LHSC medical imaging family for all the support, guidance and companionship during my time here in London. You are a first-class team in a world-class facility. There are many things that I am going to miss from this place, however, one thing that stands above the rest is the people. Close to my heart of course is the angio-interventional team, an extremely efficient and skilled team. Your ability to cater to the hospital’s steadily increasing demands for image-guided therapies while keeping a patient-centric focus is inspiring. This July, I will be moving to the north end of the GTA to join a radiology group that provides services to Mackenzie Health in Richmond Hill and Southlake Health Centre in Newmarket. While I am sad to leave LHSC, I am excited about the opportunity to share some of the many things I have learned from all of you over the last year. It has been an honour to work with such wonderful people here in London. If my new team is only half as good as the LHSC medical imaging team, I will consider myself very lucky.”

RETIREMENT OF DR. BARRY BRANDON HOBBS

It is with mixed emotions we announce the retirement of Dr. Barry Brandon Hobbs from clinical practice. A graduate of London Central Collegiate Institute and Oakridge Collegiate (now called Oakridge Secondary School), Dr. Hobbs graduated from medicine at Western University in 1966. He completed his internship at University Hospital in Edmonton, Alberta, and Princess Margaret and the Hospital for Sick Children in Toronto (1966/67). He did his residency at the Department of Radiology, Toronto General (1967-1970) and Fellowship at the University of California (1971).

Dr. Hobbs worked at the University of Toronto as an assistant professor from 1971-1979, as a senior staff radiologist at Toronto General and associate professor until 1986. We were fortunate to entice him to move to London in 1986, and he became an active radiologist at St. Joseph’s. From 1986-1996, Dr. Hobbs filled the role of chief of the Department of Radiology, University Hospital.

Dr. Hobbs has aptly filled such prestigious roles as the president of the Canadian Association of Radiologists, College of Physicians and Surgeons of Ontario – Independent Health Facilities Assessor, College of Physicians and Surgeons of Ontario Diagnostic Facilities Review Panel and, most recently, professor emeritus of Radiology, Department of Medical Imaging, Western University.

Throughout the years, Dr. Hobbs’ noteworthy contributions to radiology were recognized: he won the prestigious Gold Medal, Canadian Association of Radiologists (CAR) in 1995. The CAR Gold Medal Award represents the highest award that lies within the power of the CAR to bestow to a member. It is typically awarded to an individual for distinguished and extraordinary service to the Canadian Association of Radiologists and the discipline of radiology, and under normal circumstances it is awarded to only one individual per year. In 2000, Dr. Hobbs won the Imaging Award of Excellence presented by Western University. Indeed, he has certainly contributed to the Department of Diagnostic Radiology.

Dr. Hobbs is well known for his dedication to thorough, challenging and potentially career-saving PGY5 resident review sessions.

We wish Dr. Hobbs all the best in this new chapter of his life, and we wish to thank him for the lessons he has taught. His sharp wit and dry sense of humour will be missed by us all.
Academic Updates

ACCREDITATION 2014 – MARK YOUR CALENDARS – Brendon Pilgrim

Accreditation Canada will be conducting the onsite surveys from November 3-7, 2014. As part of its survey, it will be conducting a review of the Department of Medical Imaging as it is deemed to be a priority process. Priority processes are critical areas and systems known to have a significant impact on the quality and safety of care and services. During the onsite survey, surveyors use tracers to evaluate these key areas to assess and validate compliance with the standards.

In preparation for the onsite survey, the Accreditation Lead Network (ALN) is preparing to do mock tracers prior to the visit. These are being slated for the summer/fall timeframe as training starts to prepare those doing the mock tracers.

There have recently been significant updates to the LHSC intranet website. We encourage you to take some time to familiarize yourself with the useful information located there.

Visit the following link: https://intra.lhsc.on.ca/accreditation

Tracers

A tracer is the method surveyors use to evaluate priority processes during an onsite survey. During a tracer, surveyors observe and interact with a wide variety of staff, clients, and stakeholders to gather evidence about the quality and safety of care and services in a particular service area. Tracers help them evaluate both clinical (direct client care) and administrative (governance, leadership, management) processes.

The tracer method is flexible and responsive, allowing surveyors to observe and interact directly with organization staff in their working environment. As they conduct a tracer, surveyors rate each criterion using “yes” (the criterion has been met), “no” (the criterion has not been met) or “not applicable” (the criterion does not apply).

It is important to note that surveyors are not evaluating individual staff performance during a tracer. They are observing processes and procedures to assess compliance with the standards. A tracer has four main steps:

- Reviewing files and documents: Surveyors review client, human resource, or other files and documents related to the priority process they are evaluating
- Talking and listening: Surveyors meet with organization staff, clients, families, or partners who are related to the priority process they are evaluating. They may also chat with others as they move through the facility
- Observing: Surveyors observe processes, procedures, and direct care activities in the service areas, and tour the facility
- Recording: Surveyors record their perceptions and observations about what they see, hear and read