

## Nighthawks

*Bill Brody, the President of the Johns Hopkins University, writes to Thomas L. Friedman.*

Dear Tom,

I am speaking at a Hopkins continuing education medical meeting for radiologists (I used to be a radiologist)... I came upon a very fascinating situation that I thought might interest you. I have just learned that in many small and some  
5 medium-size hospitals in the US, radiologists are outsourcing<sup>1</sup> reading of CAT scans<sup>2</sup> to doctors in India and Australia!!! Most of this evidently occurs at night (and maybe weekends) when the radiologists do not have sufficient staffing to provide in-hospital coverage. While some radiology groups will use teleradiology to ship<sup>3</sup> images from the hospital to their home (or to Vail or Cape Cod, I suppose) so  
10 that they can interpret images and provide a diagnosis 24/7, apparently the smaller hospitals are shipping CAT scan images to radiologists abroad. The advantage is that it is daytime in Australia or India when it is nighttime here so – after hours coverage becomes more readily done by shipping the images across the globe. Since CAT (and MRI)<sup>4</sup> images are already in digital format and available on a network  
15 with a standardized protocol, it is no problem to view the images anywhere in the world... I assume that the radiologists on the other end... must have trained in [the] US and acquired the appropriate licenses and credentials<sup>5</sup>... The groups abroad that provide these after-hours readings are called “Nighthawks”<sup>6</sup> by the American radiologists that employ them.

20 Best,  
Bill

Thomas L. Friedman, *The Flat World*, 2005

1. délocalisent 2. scanners 3. (ici) envoyer 4. IRM 5. accréditations 6. oiseaux de nuit