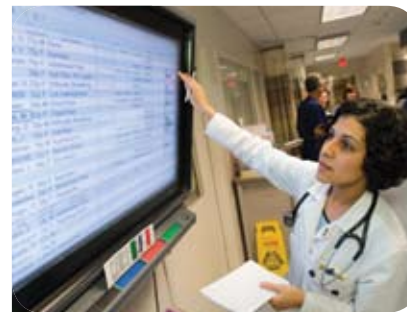


inside

VIEW

University of Michigan
Health System

A LOOK INTO THE WORLD OF HEALTH SYSTEM FACULTY AND STAFF



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THE LIFE OF THE ED

Teamwork drives the University Hospital Emergency Room

Like a colorful swarm of bees, staff and faculty in the Emergency Department bounce from computer to patient, phone to room and back in a flurry of activity that would be hard for any casual observer to fathom. But beneath the buzz are carefully orchestrated and highly skilled teams delivering needed services and providing expert care to an average 206 patients each day.

"As a tertiary care facility and level-one trauma center, we are called upon to provide expert care under any circumstance," says Jennifer Gegenheimer-Holmes, director of ED operations. "Patients aged 1 to 100 present with conditions ranging from sniffles to massive strokes or multiple traumas. It's the ED staff's flexibility, compassion and boundless clinical expertise that make this a top-notch department."

The ED staff is divided into three teams: the "Maize" and "Blue" teams in

the adult care areas, and the Children's Emergency Services team in pediatrics. This model enhances communication and encourages collaboration between nurses, techs, clerks and doctors. Dozens of other staff members support their work, too—numbering up to 70 per shift. To help patients and colleagues easily identify who's who and to ensure security, the ED staff wear scrubs color-coded to their roles:

- White coats: Doctors, physician's assistants
- Blue: Nurses
- Olive green: Emergency technicians (paramedics)
- Burgundy: Clerks
- Purple: Unit hosts
- Beige: Registrars
- Mint: CT and radiology technicians

Behind the scenes, two communications specialists take dispatches from police and ambulances to alert staff of approaching patients

and activate Survival Flight, if needed. Social workers address the needs of patients and liaise between medical staff and families. Environmental Services staff routinely clear out trash bins, clean spills and collect linens. Two security officers stand guard to assist patients getting out of their cars and attend the occasional combative patient. And a house manager works with the charge nurse and others to find beds for an average of 76 patients who need to be admitted daily.

"To watch our team in action is amazing and inspiring. We have an incredibly talented and committed

staff who come together every day to face the challenge of high acuity and volume," says Gegenheimer-Holmes.

SHARE YOUR

story!

If you have a story that highlights collaboration within or between units, departments or the three Health System components—Hospitals and Health Centers, M-CARE and the Medical School—e-mail a summary to insideview@umich.edu.

about inside VIEW

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MICHIGAN QUALITY SYSTEM

fast fact!

MQS uses the term “value stream” to identify the steps required to deliver a product or service to the customer. Those who do the work create a value stream map of every step involved in a process from order to delivery. Value stream maps make work visible, making it possible to identify and “transform waste into value.”

To learn more about MQS, including information about upcoming lectures in the “Lean Thinkers” series, visit www.med.umich.edu/mqs.

2006 FIGS AWARDEES

Fostering Innovation Grants is a competitive program through which faculty and staff can receive seed money to fund innovative ideas. The following is a list of the 17 proposals awarded a total of \$150,265 this year as part of the second round of FIGS, which focused on “Taking Care of Our Own.” For details on these projects visit the “Awards” section of www.med.umich.edu/i/fig.

Slurpee® Solution for Dehydrated Children

Using Slurpees® as a more tolerable and palatable option for hydrating pediatric patients in the Emergency Department.



Healthy Moms Make Healthy Babies

Providing additional services and education to low income expectant mothers (supports the Michigan Maternal Infant Health Program).

Helping Hands Fund

Establishing a discretionary account to assist Medicare-eligible patients.

Measuring Orthotic Outcomes for Patients with Neuromuscular Deficiencies

Measuring pre- and post-orthotic interventions to prove benefits of certain procedures and provide quantitative information to third party payors.

Cultural Competency Needs Assessment for Employees

Creating a tool that provides data to assist the Cultural Competency Division and supports compliance with JCAHO's cultural standards.

Improving Outcomes for Stroke Patients

Measuring and analyzing outcomes for the new six-bed stroke unit.



UMHS Navigation Improvement

Using a “street sign” model to name select hallways as a pilot program to simplify patient and family navigation.

Bright Lights

Developing educational materials about Seasonal Affective Disorder, and using light therapy in a private room as part of a comprehensive approach to treat depression.

No Heart Failure Patient Left Behind

Developing a competency-based and comprehensive heart failure patient education program to improve patients' experiences and outcomes.

Wall of Courage

Painting a mural in the Pediatric Intensive Care Unit that celebrates the strength, courage and love of PICU patients and families.

Career Development

Providing a staff resource for exploring career options based on an employee's interests and skills.



e-MOHS Telemedicine System

Developing a way for Telemedicine units in the Dermatology Cutaneous Surgery and Oncology Unit to store and forward digital images, and forward referral forms to subspecialty departments using GroupWise.



Staff Replenishment Kit

Reducing stress by creating a “Replenishment Kit” for staff members who care for cancer patients.

Standardized Patient Notification Binder

Creating binders that store standardized, laminated signs used throughout patient care areas.

Injury Reduction Effort

Purchasing and piloting use of wheelchair movers that push heavy loads over flat, inclined or carpeted surfaces.

Inside the Michigan Difference

Creating two traveling displays that showcase the Michigan Difference efforts of non-clinical staff.



Stress-Busters!

Developing a series of educational in-services to educate hospital staff on the relationship of stress to disease, techniques for stress management and understanding the mind-body connection.

AROUND UMHS

The technical, ethical and emotional dialogue over stem cell research can be confusing and even contradictory at times. Yet the science is racing forward at the University of Michigan and around the world. That's why the U-M developed an interactive Web site to explain and explore stem cell research. Posted on the U-M's Life Sciences Web page, it features an online tutorial, public policy information, a Q&A, polling results and more, and was designed in the spirit of education. Learning more about all kinds of stem cell research will help everyone make better choices. Get informed by visiting:

www.lifesciences.umich.edu

Whether its personal property to sell or your unit's extra office equipment, U-M has classifieds resources. Set up ads, negotiate the exchange of goods or purchase anything from parking spaces to parakeets on Marketplace, a faculty, staff and student-only exchange environment. If you've got UMHS-owned surplus supplies and equipment that you don't want to toss, consider listing them on M-Bay before sending them to Property Disposition. M-Bay is our online trading system and also the place to find free stuff. Visit:

Marketplace — www.marketplace.umich.edu
M-Bay — search "M-Bay" on the intranet



Last month, our new **Ambulatory Surgery and Medical Procedures Center** (pictured left) opened on the **U-M East Medical Campus** (the property at the corner of Plymouth and Earhart roads). The building—a collaborative effort of UMHHC and the U-M Medical School—was designed to accommodate 7,000 outpatient surgical cases and 8,000 endoscopic procedures annually. It will provide our patients with more convenient access to outpatient surgery and medical procedures, and it will ease capacity constraints at University Hospital. Departments offering services in the new facility include: **Gastroenterology; General Surgery; Gynecology; Orthopaedic Surgery/Sports Medicine; Otolaryngology; Plastic Surgery; and Urology.** Learn more about this and other building projects:

www.med.umich.edu/buildings

This month, U-M launched eMploy, a paperless, electronic job application, bidding and selection system that allows hiring managers, unit administrators and Human Resources staff to more easily manage all aspects of the job posting and hiring processes. The new system also enables job seekers to apply for open positions online, eliminating the need to print and deliver bid forms, applications and resumes. For details on this new system and the recently redesigned jobs Web site, visit:

www.umich.edu/~hrra/ams.htm

NEW TOOLS AVAILABLE ON **M-CARE** CONNECT



A number of new tools have been added to M-CARE *Connect*, the secure Internet portal for M-CARE members that launched September 2005.

Through M-CARE *Connect*, registered M-CARE members can now access:

- the **Healthwise® Knowledgebase**, which includes information on more than 6,000 health conditions, medical tests and procedures, medications and everyday health and wellness issues;
- the **Treatment Cost Advisor™**, which enables members to view treatment options and cost estimates

- for a variety of health conditions;
- the **Hospital Comparison Advisor**, which allows members to research and compare hospitals based on a variety of factors ranging from clinical outcomes to patient safety;
- and **Coverage Advisor™**, which allows current and prospective members to evaluate their health plans, create customized family health profiles and estimate necessary services, costs and out-of-pocket expenses. Coverage Advisor can be accessed through mcare.org as well as M-CARE *Connect*.

Members also can use M-CARE *Connect* to change primary care physicians, request a new identification card, access the personalized claims history, authorizations, deductible and out-of-pocket balances, and get lists of eligible dependents. In addition, members can complete a confidential health survey to identify medical needs for which M-CARE offers special programs or benefits.

"M-CARE *Connect* allows our members to conveniently transact business with us, 24 hours a day, seven days a week, from a personal computer," says Laurie Dean, M-CARE's senior vice president of operations. "With just a few clicks on a keyboard, a member can now do anything from viewing authorizations to looking up information on a specific type of treatment. And M-CARE *Connect* is secure; all information is encrypted and can't be viewed by anyone who hasn't been authenticated."

@ ON THE WEB

If you are

an M-CARE member, visit www.mcare.org to register for M-CARE *Connect*. Also access the Healthwise® Knowledgebase on the Michigan Healthy Community Web site: www.mhealthy.umich.edu.

Michigan's VOICES

VOICES of the Staff's first year rings loud and clear



Members of the VOICES Recognition and Performance Management Committee clockwise from left: Denise White, UMHS Recognition Program coordinator, Gary Vandermade, U-M Student Financial Operations, and Bridgette Robinson, UMHS Human Resources, during a recent meeting.

Grace L. Wu from Psychiatry Administration in the Medical School says it's "innovative and creative." Cathy Schorr, an M-CARE administrative assistant, calls it "a bit overwhelming." And Rita Wilson from Materiel Services says, "It makes people more aware of their options."

They're all talking about VOICES of the Staff, a program to make sure leadership hears staff concerns and suggestions.

In the past year, six groups across the University have met once a month for at least an hour and a half to discuss key work-life priorities identified by employees: Career Development, Faculty/Staff Communication, Health and Wellness, Parking and Transportation, Recognition and Performance Management, and Rewards and Benefits.

Wu's team, Health and Wellness, collaborated with the Michigan Healthy Community Initiative to create a health interest survey for staff, while Wilson's team worked with the University planners who are designing the new C.S. Mott Children's and Women's Hospital replacement facility.

"I see it as a step toward unifying the entire University across the board," Schorr says. "We all operate differently,

but we can learn from each other. And one thing we can learn is that we all work for the same 'company.'"

"Team members across campus are amazed by how big the Health System is and how much we do," says Kelly, a director in UMHS Human Resources. "It's not just supervisors and managers talking. And that alone is a big deal."

In addition to her HR duties, Kelly facilitates the Recognition and Performance Management team which is researching performance-reward systems here and at other organizations with a goal of providing options for implementation at U-M. Kelly admits, "The topics are huge, but the results can be immeasurable."



Susan Mann, Thoracic Intensive Care Unit and Kelly, UMHS Human Resources, show a sample map to teammates that illustrates their journey through the first year of VOICES.

DEMONSTRATING THE MICHIGAN DIFFERENCE

Dr. Kelch delivers 'State of the Health System'

Those of you who were unable to attend Dr. Kelch's "Demonstrating the Michigan Difference" State of the Health System presentation in March can still learn about the key topics by visiting Dr. Kelch's online March 2006 newsletter to faculty and staff at www.med.umich.edu/i/evpma. Here you'll find:

- an update on the search for a new U-M Hospitals and Health Centers CEO;
- a call to celebrate ongoing excellence in all of our missions – education, research and patient care;
- examples of how we continue to demonstrate our commitment to the seven Strategic Principles;
- a note about how our growth and investment is critical to the future of the state of Michigan;
- and links to the videotaped version and PowerPoint slides.



"We all operate differently, but we can learn from each other. And one thing we can learn is that we all work for the same 'company.'"

—Cathy Schorr,
M-CARE administrative assistant

@ ON THE WEB VOICES is about to enter its second year. For more information, including the progress of the various teams, or to voice an idea yourself, visit www.umich.edu/~hrra/voices.

MED SCHOOL CLASS OF 2006 SCATTERS FROM COAST TO COAST

Match Day turns students into residents

With the emotional intensity of the Oscars, the anticipation of the college draft, and the culmination of four years of training, fourth-year U-M Medical School students gathered on Thursday afternoon, March 16, at the Sheraton Four Points in Ann Arbor for Match Day. One by one, students were called center stage to receive a plain, white envelope that contained their fates for the next three to seven years—a single slip of paper stating where they will do their residencies.

The Match, conducted annually by the National Resident Matching Program, is the primary system for aligning applicant preferences with those of residency programs at U.S. teaching hospitals. This year, 164 U-M students participated in the Match. Nearly 20 percent will do their residencies at U-M, and the rest will be scattered all over the country, from Harbor-UCLA Medical Center in California to Brigham and Women's Hospital in Massachusetts.

During the third year, medical students select the residency programs in which they desire to participate; interviews take place in the fourth year. Then, based on factors that include interview results, student preferences and available openings, an impartial match is made through the national system.

The residency matching process is nearly as important as graduation. Because U-M Medical School students are considered among the best in the nation, more than 90 percent are typically accepted by their first, second or third choices.

Match Day at the University of Michigan is full of traditions and rituals. For example, when students receive their matches, they toss some cash into a bowl and place a tack in a U.S. map to mark this next step on their professional journeys. Traditionally the last student to get his/her match envelope gets the cash, which often is used later when the class gathers to celebrate.



Ebony Parker Featherstone is a 'graduate' of the Summer Science Academy—an enrichment program for highly motivated 10th and 11th graders—and the Summer Clinical Research Apprenticeship Program for college students, both offered through the Medical School's Diversity & Career Development Office. This year, Ebony Parker Featherstone, M.D., will begin her residency in family medicine at the University of Michigan Health System. Learn more about the Summer Science Academy: www.med.umich.edu/medschool/ssa. Learn more about the UMMS Office of Diversity and Career Development: www.med.umich.edu/medschool/diversity.

Nirali Bora and Charlie Draznin, a couple since their third year in medical school, decided to take advantage of a process that allows couples to match to the same institution. First, they made individual lists of their matching preferences. Then, they discussed the merits of each. In the end, they had a list meeting both their needs.

On Match Day, the two learned that Brown University in Providence, RI, is their destination; Dr. Bora for family medicine, Dr. Draznin for emergency medicine.



@ ON THE WEB For photos and information about U-M Match Day 2006, visit www.med.umich.edu/medschool/match. To learn more about the national matching program, visit www.nrmp.org.

TAKING CARE OF OUR OWN

ARE U ERGO?

By Suzanne Bade, MPH, OTR, senior clinical specialist and ergonomic consultant, MWorks

You may have noticed that the Health System and the University at-large are abuzz with talk of ergonomics...and by now you should have received three "No-No vs. Ergo" postcards that show recommended ways to use your body safely. Those efforts are the result of the Michigan Healthy Community Initiative's Enhanced Ergonomics Awareness Program which empowers faculty and staff to help themselves and each other be safe and comfortable at work and home.

Ergonomics is the science of designing work environments and processes for the people who use them. Here in the Health System, we have resources to help faculty and staff apply ergonomic principles to daily activities, including Safety Management Services (for UMHC employees), U-M Occupational Safety and Environmental Health (for campus, Medical School and M-CARE employees) and MWorks (for any U-M employee with a physician's referral). In addition, there are web-based ergonomic resources—including three tutorials on ergonomic material handling, office work and laboratory work—on the Michigan Healthy Community Web site, mhealthy.umich.edu.

As part of the Enhanced Ergonomics Awareness Program, MWorks offers a special, free service for employees currently under a doctor's care for musculoskeletal disorders such as arthritis, carpal tunnel syndrome or tendonitis. If this describes you, MWorks can work with you, your physician and your supervisor to optimize your workplace ergonomic health by suggesting beneficial self-help techniques, work strategies and equipment arrangement.

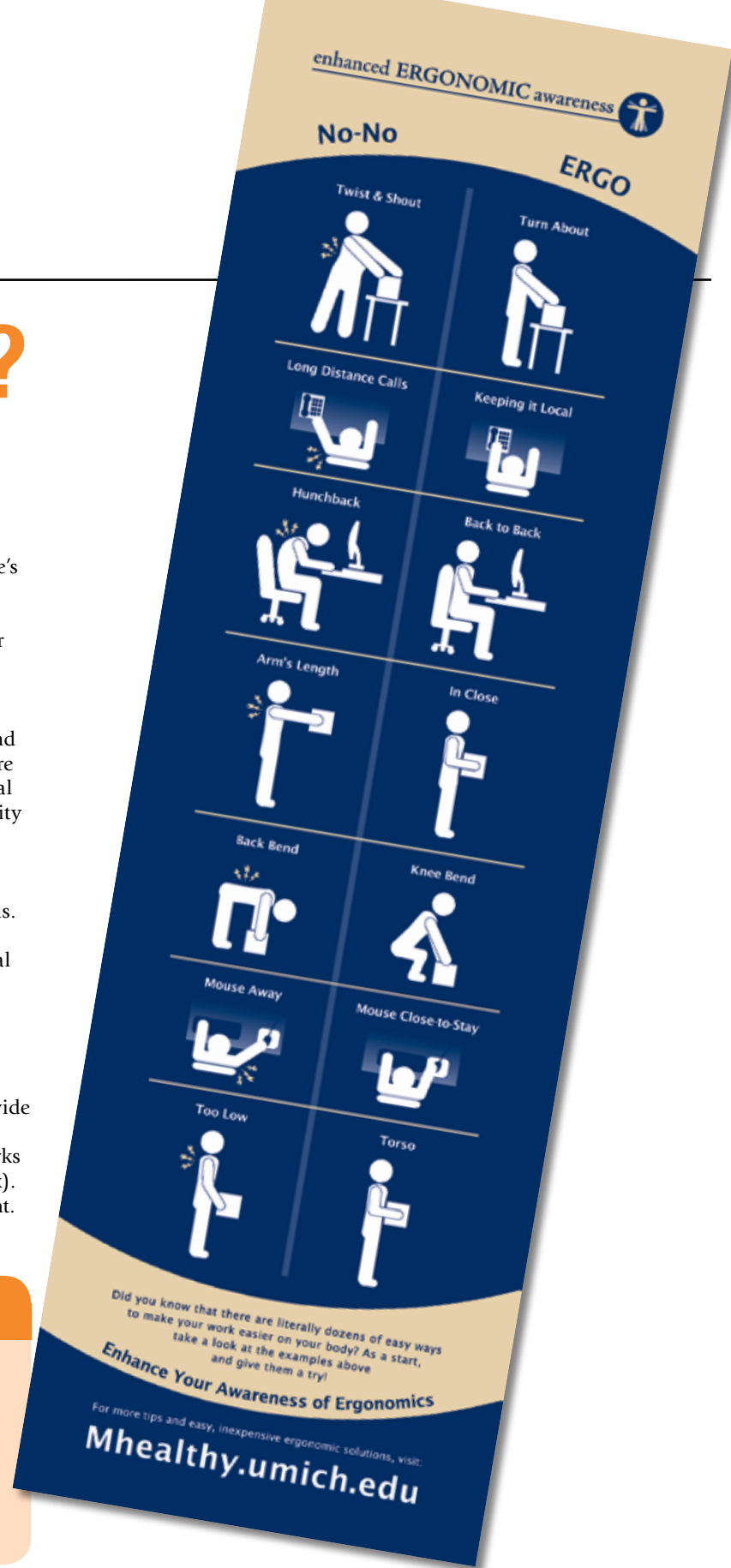
For example, if you have arthritis in your hands, back or neck and you work with tools (mops, drills, tweezers, etc.), ergonomics specialists can help you position your equipment and body safely, as well as suggest low-cost tool adjustments. If you have carpal tunnel syndrome and you work at a desk, ergonomics specialists can evaluate your workstation setup for comfort and provide instruction on safe keyboard and mouse use.

To access this service, have your physician's office fax a referral form to MWorks at (734) 975-3011. You can download the referral form from our Web site (see box). An MWorks staff member will contact you and your supervisor for an appointment.

This is just one more way we continue Taking Care of Our Own!

Ergo-centric Web Sites

- ▶ MWorks: www.med.umich.edu/mworks/ergo_um.htm
- ▶ UMHC Safety Management Services: www.med.umich.edu/i/safety/ergonomics
- ▶ U-M Occupational Safety and Environmental Health: www.oseh.umich.edu/ergonomics.html
- ▶ Ergo @ MHealthy: www.mhealthy.umich.edu/improve



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