

inside

VIEW



A LOOK INTO THE WORLD OF HEALTH SYSTEM FACULTY AND STAFF

PROFILE

HITTING THE RIGHT NOTE

Eric Williams Shares His Love of Music with His Fellow UMHS Staff Members, Faculty and Students



BIO

Name: **Eric Williams**Age: **52**Job: **Plant Operations,
Building Services,
Med Sci I**

Being tone deaf didn't stop Eric Williams from learning to play the saxophone.

Every morning, like clockwork, Eric Williams, Custodian II, takes his breaks and lunch under the skywalk in a courtyard near the Medical School. But unlike his co-workers, he spends his breaks honing a talent he never thought he could have.

"When I was a kid, I was told I was tone deaf, and the teachers refused to let me learn an instrument," he says. After spending years yearning to play an instrument, at about age 30, Williams decided to teach himself.

Now at age 52, he's a talented saxophonist and composer, thanks to his determination and his "best friend" — a tuner.

"It's my best friend because it's always honest," he smiles.

Because he is tone deaf, Williams uses his tuner to warm up — checking his pitch against the reading to ensure he plays in tune.

Whether it's scales or one of his original songs, his music can be heard near the Medical School at 6, 8 and 10 a.m. everyday.

"Playing here for me is like meditation," he says. "I went through a period in my life where things were difficult, and I decided to do something for me, something I'd always wanted to do and would never give up on,

and I come out here every day to stay on track."

Williams began working at the University 15 months ago and was hired into his current position in November 2004.

"Since starting my job here, I've met so many wonderful people. I've been inspired by them," he says. "I didn't realize anybody was listening, and I'm glad — I always prayed that my love for music would be a blessing to others."

For Williams, making people happy is equally possible in his work and music.

"I like my job as a custodian because it's instantly gratifying. You clean or dust something and see instant results — just like when you play an instrument. Clean makes people happy," he says.

Williams works on Floors 2 and 3 in Med Sci I for Building Services — a division of Plant Operations for the University of Michigan. He's part of a 400-person unit that is responsible for keeping clean nearly 12 million square feet of building space on the University campus.

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LETTER FROM DR. KELCH

WELCOME TO *INSIDE VIEW*

Welcome to UMHS *Inside View*, a newsletter created by you — our faculty and staff. I say that because we conducted surveys to determine your preferences, and this is what you said:

Give us all the news — not just what's happening in our own area. *Inside View* has articles on the Hospitals and Health Centers, Medical School and M-CARE so you can find out what's going on across the institution. We also have an advisory board with representatives from our three Health System components to ensure we're delving into all aspects of our work.

Ask us what issues we care most about — then cover them. Done. You gave us a list — health and well-being information, department features, leadership updates and a host of other topics — and we plan on writing about all of them through this every-other-month publication.

Online or print — give us a choice. While we've mailed this first issue to your house (one of the top survey preferences), you'll see we've included a business reply card so you can decide how you'll receive future issues.

We'd like to hear from you on this first issue, and about what you'd like to read in the future. Your ideas are welcome. Send an e-mail to insideview@med.umich.edu or call Allison Krieger in Public Relations at (734) 764-2220.

Sincerely,

Robert P. Kelch, M.D.
Executive Vice President
for Medical Affairs

TELL US WHAT
YOU THINK

We'd love to hear from you!
Please call (734) 764-2220 or
email insideview@med.umich.edu.



HELP US CLEAR THE AIR

We all know about the health risks of smoking and how hard it is to quit. *Inside View* reminds us that the Health System has several services to help smokers who want to quit for good!

Everyone who has kicked a habit needs a boost now and then. To provide that kind of boost, UMHS is launching its Clear the Air campaign to coordinate with Lung Cancer Awareness Month and the Nov. 17 Great American Smokeout. Brightly colored posters, signs and other items will adorn our halls to remind faculty, staff, patients and visitors that UMHS is a smoke-free environment.

"We're very proud of our policy and where we've gone with it," says Linda Thomas, manager of UMHS Tobacco Consultation Service and a member of the UMHS Smoke-Free Task Force.

In 1999, UMHS was the largest health care system in Michigan to adopt a smoke-free policy. Since then, Health System faculty and staff have developed a number of new quit-smoking resources for patients, employees and the community.

UMHS's inpatient smoking cessation program, for example, is widely recognized. When patients identify themselves as smokers, a tobacco cessation counselor visits them within 24 hours of admission. If the person is ready to quit, the counselor will find a program to suit the individual's needs. According to Thomas, the Mayo Clinic is one of several hospitals developing a similar program.

"So many patients tell us that their stay at our hospital is the first time they've ever spent in a smoke-free environment," says Thomas. "This has convinced them that they can quit."

In addition to TCS, other UMHS entities are major players in the smoke-free game. M-CARE's tobacco cessation program offers M-CARE and M-CAID

members coverage for approved smoking cessation classes. This unique **I Can Quit** program makes use of personal telephone health coaches and a pharmacy benefit covering certain smoking cessation aids. The **Turner**

Senior Resource Center offers both a Senior Smoking Cessation Group and a Stay-Quit Group — sometimes they help people who smoked for 50 or 60 years quit and stay smoke-free! And the new **Women's Respiratory Clinic**, directed by MeiLan K. Han, M.D., is treating patients and referring them for pulmonary rehabilitation or smoking cessation classes as needed.

"There are tons of great resources at UMHS, and we're hoping the new **Help Us Clear the Air** campaign will promote and celebrate a policy that creates a healthy working and hospital environment," Thomas says.

Learn more:

- Tobacco Consultation Service: Visit www.med.umich.edu/mfit/tobacco, e-mail quitsmoking@med.umich.edu or call (734) 936-5988.
- M-CARE: Visit www.mcare.org, e-mail tobacco@mcare.org or call (734) 332-2493. Members with hearing impairments may call (800) 649-3777 (TDD).
- Turner Senior Resource Center: www.med.umich.edu/geriatrics/tsrc
- Women's Respiratory Clinic: www.med.umich.edu/intmed/pulmonary/patients/woman.htm or call (734) 647-9000.
- Official smoking policy: www.med.umich.edu/i/policies/umh/05-03-001.html.

[SUPPORTING THE MICHIGAN DIFFERENCE]

A Mission in SAFETY



Darrell A. Campbell Jr., M.D.
Chief of Staff, OCA

This summer, Darrell A. Campbell Jr., M.D., chief of staff and senior associate director of the University of Michigan Hospitals and Health Centers, received the prestigious 2005 Keystone Patient Safety & Quality Leadership Award from the Michigan Health & Hospital Association in recognition of his outstanding leadership efforts in patient safety and quality improvement.

"Our efforts are directed toward making sure that all UMHC's

clinicians and staff are vigilantly safety conscious," says Campbell. "This is a crucial step toward making our health system the safest academic medical center in the country."

As chief of staff in the Office of Clinical Affairs, Campbell champions a commitment to addressing all areas of high risk in patient safety and quality. He oversees various departments, including Risk Management, Patient Safety, Medical Information Services, Pharmacy Services and Medical Staff Services to ensure they maintain the highest level of patient care available by reducing medical errors and near misses, averting infections and injuries, ensuring a trained and credentialed medical staff and delivering the right care to the right person at the right time.

Under Campbell's leadership, Clinical Affairs has developed and implemented a number of important initiatives to directly link front-end patient safety information to improved safety and quality within the Health System, including:

Maintaining patient safety supports the Michigan Difference.

Lawsuit risk reduction, such as encouraging clinical staff to talk openly and in a timely manner with patients and family members about problems or unanticipated outcomes and to apologize when warranted. This and other efforts have cut the number of lawsuits and claims, and saved the Hospitals



and Health Centers millions of dollars in legal fees.

Peer-review system for physicians, which gives individual doctors data on their performance relative to other U-M practitioners so they can make changes or improvements.



A Medical Emergency Team pilot program in which specialized medical teams can be summoned at any time to help patients who show signs of imminent health problems such as breathing or heartbeat irregularities. This early intervention response program is meant to catch a problem before a patient "codes" or reaches crisis.



To learn more about these initiatives and other efforts, visit the OCA Web site at www.med.umich.edu/oca.

MORE BENEFITS TO WORKING AT UMHS

From comprehensive career development to internship opportunities, the Health System offers a multitude of benefits.



University of Michigan
Health System



What is the best part about working at UMHS? If you said "the benefits," you're not alone. That's one of the most popular employee answers, according to Nancy Kelly, Human Resources director, Retention, JCAHO and Payroll.

But benefits aren't just health insurance, vacation, a dental plan and retirement savings. Professional development opportunities are part of the package, too. UMHS offers a variety of opportunities and resources for staff members who wish to further their careers, including:

- Nearly 200 Human Resource Development programs and courses for skill-building and career development: Search "HRD" at www.med.umich.edu/i or call (734) 764-7410.
- A step-by-step guide to career development: Visit www.umich.edu/~hrra/career/step_by_step.html or call (734) 764-7410.
- Internships on the Web: Search "internships" at www.med.umich.edu/i.
- GED/ESL program: E-mail raymonds@umich.edu or call (734) 936-5052.
- Institutional Leadership Development programs: Visit www.med.umich.edu/i/umhshr/theedge.

In addition, the Health System's tuition reimbursement and flexible scheduling policies make it easier for employees to pursue growth opportunities and advanced education.

There's a reason the Health System was recently named one of *Metropolitan Detroit's 101 Best and Brightest Companies to Work For*. Be proactive in planning your future. Talk to your supervisor and begin charting your individual path to success today!

@ ON THE WEB **Begin your search through Staff Resources at www.med.umich.edu/i.**

LEAN THINKING

and the Michigan Quality System

What happened the last time you called your wireless provider to make a routine change in your phone plan?

Chances are you spent more time “on hold” or being transferred than actually speaking with the individual who could help you put that change into effect. Count all the steps, from the time you placed the call until the change actually took place, and it’s likely you will find a series of delays — caused by anything from a shortage of staff to an outdated customer database — that made the scheduling process less efficient than it could have been. How can a wireless company, or any organization, identify bottlenecks or areas of waste that might be slowing a process down, or find new ways to streamline a process for the customer? To answer questions like this, managers are increasingly turning to a widely used management strategy called “lean thinking.” Based on the management philosophy of the Toyota Production System, lean thinking seeks to maximize value from the customer’s perspective by eliminating waste and error in a process and improving flow. A lean organization provides increased value to customers because it consumes fewer resources (time, human effort, materials) to get the job done. In other words, it uses less to do more.

To this end, Health System leadership has adapted the principles of lean thinking into our own Michigan Quality System. The goal of MQS is to provide a consistent approach to quality and process improvement across the Health System. Michigan Quality System teams are engaged in a variety of quality improvement projects addressing high priority

institutional issues. One such project — the PICC Line Project — held a successful lean workshop last March. Individuals from Vascular Access Services, X-ray, Inpatient Clerical and Interventional Radiology joined forces to reduce delays for adult inpatients requiring placement of catheters used in intravenous therapy (PICC lines). After discovering 14 major areas of waste, the members recommended interventions for each and created a 90-day implementation plan to improve quality of service, reduce length of stay and increase patient satisfaction.

Another lean initiative was undertaken in conjunction with the Orders Management Project. The team looked at the medication management process “end-to-end” to consider how to improve the accuracy of medications received by patients and the timeliness of getting medications to patients. The OMP will establish a system for electronic ordering and filling of prescriptions that should result in a dramatic reduction of the risks associated with written orders and multiple “hand offs” of information from one provider to the next. The project will ensure safer, more accurate delivery of medications.

These are just two of the many UMHS initiatives that integrate lean thinking. Look for other lean success stories in future issues of *UMHS Inside View*, and visit www.med.umich.edu/i/mqs to learn more about the concept of lean thinking and how UMHS is using it to improve systems, processes and customer service.

The Orders Management Project will dramatically reduce the risk of medication errors.



CONNECT AND
learn!
VISIT
www.med.umich.edu/i/mqs
to learn more about the
concept of lean thinking
and how UMHS is using it.

AROUND UMHS

NOW READ THIS...

Do you know about the range of Health System communication vehicles that exist to keep you informed? We have recognition newsletters, news magazines and more. Here's a list of some major publications:

Applause!

A monthly online newsletter that recognizes the achievements of UMHS staff and departments, and includes stories on employee volunteer activities, faculty awards, retirements, appointments and elections. To access *Applause!* visit www.med.umich.edu/i.

Bulletin

An online publication that features Health System and community-related events and announcements. To access *Bulletin* visit www.med.umich.edu/i.

Community Beat

A magazine and online calendar published twice a year that lists cancer education and support groups, child and teen health workshops, fitness classes, healthy living and mental well-being programs, cooking classes, pregnancy education, senior health programs and more. To access *Community Beat* visit www2.med.umich.edu/cfusion/communitybeat/index.cfm.

E-News

An online weekly newsletter featuring Medical School news, updates, announcements and events. To access *E-News* visit www.med.umich.edu/medschool/enews/.

EVPMA Newsletter

A monthly online newsletter for faculty and staff from Robert P. Kelch, M.D., executive vice president for Medical Affairs. To access the *EVPMA Newsletter* visit www.med.umich.edu/i/evpma.

Health-e News

A monthly online newsletter about the latest advances in health and research at UMHS. Includes articles on women's and children's health, heart health,

mental health, cancer research, diagnosis and treatment, and chronic illness. To access *Health-e News* visit www.med.umich.edu/i.

Inside M-CARE

A monthly newsletter that spotlights M-CARE employees and offers updates on the health care industry. It features a classifieds and events section, fast tips on staying healthy called "Health Shorts" and a calendar of upcoming activities and observances. To request a copy, visit the newsroom at www.mcare.org.

M-News Now!

A daily online publication that provides a snapshot of faculty and staff featured in the media. To access *M-News Now!* visit www.med.umich.edu/opm/newspage/mnewsnow.htm.

Medicine at Michigan

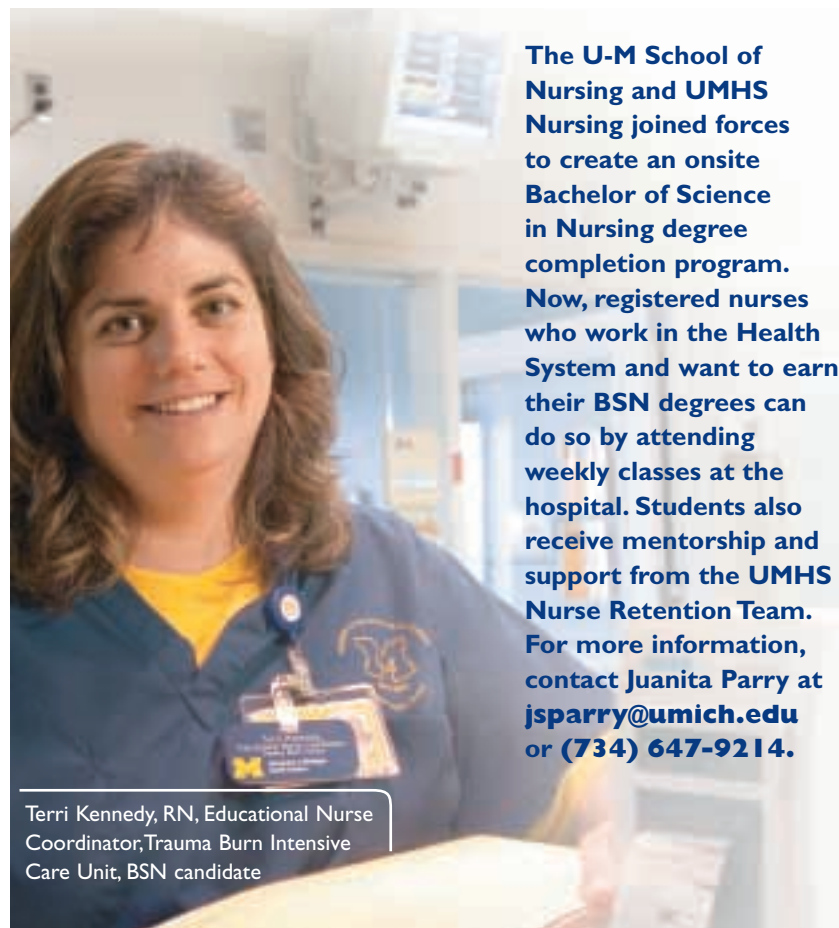
A magazine published three times a year by the Medical School that delves into research initiatives and outcomes, education and clinical care, and includes briefs on medical students, alumni and philanthropy.



To access *Medicine at Michigan* visit www.medicineatmichigan.org/magazine.

The Messenger

A quarterly newsletter for Medical School staff that features UMMS news and events, all-staff meeting minutes, educational articles on work-related topics, briefs on retirements and new hires, and faculty and staff recognitions. To see the latest issue, visit www.med.umich.edu/medschool/themessenger.



Terri Kennedy, RN, Educational Nurse Coordinator, Trauma Burn Intensive Care Unit, BSN candidate

The U-M School of Nursing and UMHS Nursing joined forces to create an onsite Bachelor of Science in Nursing degree completion program. Now, registered nurses who work in the Health System and want to earn their BSN degrees can do so by attending weekly classes at the hospital. Students also receive mentorship and support from the UMHS Nurse Retention Team. For more information, contact Juanita Parry at jsparry@umich.edu or (734) 647-9214.

M-CARE Connect is a new secure internet portal that enables M-CARE members to review claims histories, view authorizations, check deductible and out-of-pocket balances (applicable only for certain plans), see a list of eligible dependents and complete a confidential health survey — all online, 24/7! In the future, the portal will be available to M-CARE providers, employer groups and insurance agents as part of an ongoing effort to make it easy and convenient to do business with M-CARE. For more information, visit

www.mcare.org

The Medical School's Office of Research and Graduate Studies recently launched **Biomedical Pathways**, a periodic publication that highlights the latest cutting-edge biomedical research at the U-M. The first issue came out in August 2005 and educated readers about our stem cell research, one of the more "front and center" topics in science today. *Biomedical Pathways* is written for a broad audience including scientists, alumni and individuals involved in business development and technology transfer. For more information, visit

www.med.umich.edu/medschool/orgs

CSP: Where are we now? Human Resources is gearing up for phase two of the Classification System Project. The next steps include: establishing an appropriate and competitive UMHS compensation philosophy; assigning salary ranges to each market title; and formalizing the competencies and responsibilities that define the levels of each job so employees can more easily identify career paths. For more information, visit

www.med.umich.edu/umhscsp

For the sixth year in a row, **M-CARE received an Excellent Accreditation from the National Committee for Quality Assurance** for its Commercial HMO and Medicaid plans. Only plans that demonstrate levels of service and clinical quality that meet or exceed NCQA's rigorous requirements for consumer protection and quality improvement receive the Excellent Accreditation, the highest rating NCQA offers. For more information, visit

www.ncqa.org



TAKING CARE OF OUR OWN

Fitting in Fitness

by **Philip Welch, M.A., CSCS,**
MFit Wellness Coordinator & Personal Trainer

Dear Active Lifestyle,

I know I've been neglecting you lately. I just want you to know that I feel lousy without you. I've been thinking about how we used to rake leaves together before that leaf blower showed up. Remember walking the dog before we hired that service? What about mowing the lawn before that self-propelled mower came along? Washing the car by hand? It all seems like so long ago.

I'm writing to say I want you back. No more excuses. I think we can make this work, and I'm willing to give it another try.

I'm going to walk from my car to the office and back again for 15 minutes each morning, I promise. I'll park farther away from the grocery store's entrance. I'll take walks at lunch and use the stairs more often. Let's go to the park and swing with the kids, cancel the dog-walking service and disengage the self-propelled mower. Remember that charity walking event you wanted to enter next month? You're on!

Can we please go for a walk together this evening? It's not a marathon, but it's a first step. All I want is a fresh start.

Yours truly,
Me

It used to be that people got exercise during the course of their daily work. Today, however, we finish work and need exercise. Technology is removing physical activity from our lives, and it's up to us to put it back in! If you don't have the time or money to join a gym or hire a personal trainer, you can still increase overall physical activity by incorporating simple changes into your daily life. Here are some suggestions:

- 1 Get to work early and walk from your transportation to your office and back for 15 minutes. Eventually do 30 minutes.
- 2 Complete three sets of 20 crunches or a series of stretches during TV commercials.
- 3 Instead of a typical sit-down meeting, take a stroll around the complex while discussing business.
- 4 Use your own body weight to do crunches, push-ups, lunges, chair squats or calf-raises at your desk or at home.
- 5 Rent a fitness video or book from the MFit Health Education Resources Center.

Housework, gardening, shoveling snow and other common activities are more great ways to get exercise while accomplishing tasks. It's your personal responsibility to prioritize health. Others can empower or inspire you, but ultimately the motivation to live an active lifestyle comes from within.

Resources to Get You Started

If you don't have access to a computer, call (734) 975-4410, ext. 221, to get printed information.

- Health & Well-Being Services
www.med.umich.edu/wellbeing
- MFit Optimal Health Programs & Exercise and Relaxation Classes
www.med.umich.edu/mfit
- The American Council on Exercise
www.acefitness.org
- Michigan Steps Up!
www.michigan.gov/surgeongeneral
- USDA Pyramid Plan
www.mypyramid.gov

WHAT DOES TAKING CARE OF OUR OWN MEAN TO YOU?

The Health System's strategic principle "Taking Care of Our Own" is defined as taking care of our faculty, staff and patients as well as our families and communities. It's a broad concept that embraces having a healthy, safe and satisfied workforce, a high-quality and cost-effective model health care system and improved access to care. Essentially it is one of many ways we as an institution demonstrate our values of respect, compassion, trust, integrity, efficiency and leadership, and it's a concept that can be demonstrated at all levels and

in countless ways. But what does taking care of our own mean to you — the faculty and staff of the Health System? *Inside View* wants to know how you and your colleagues take care of each other. E-mail your thoughts about "Taking Care of Our Own" (50 words or less) to insideview@med.umich.edu by December 1. Also, if you have a colleague who exemplifies this or another Health System principle, let us know! Learn more about the UMHS Strategic Direction at www.med.umich.edu/strategic.

Executive Officers of the University of Michigan Health System:

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