

inside

VIEW

University of Michigan
Health System

A LOOK INTO THE WORLD OF HEALTH SYSTEM FACULTY AND STAFF

OPERATIONS AND ACTIVATION PLANNING TEAM SETS NEW 'BABY' FREE

Teamwork makes a major difference at Ambulatory Surgery and Medical Procedures Center

"Each building project is like a new baby," says Kate Jones, UH Capital Projects coordinator. "There's conception; that's the original idea. Gestation is the construction and planning-for-activation phase. Then, all of a sudden, there it is: the new building—your new baby."

Jones has worked on UH project activation teams for 15 years, most recently for the East Ann Arbor Ambulatory Surgery and Medical Procedures Center. Anne Ferris, project coordinator, led the Operations and Activation Planning Team, which included: Sheri Dufek, R.N., former associate hospital administrator and director of nursing, UH operating rooms; Virginia Walter, M.S., R.N., C.G.R.N., internal medicine director of outpatient services; Deborah Laubach, Kathy Mariou and Rudi Rabe, who joined the team as they were hired for key positions in the Center; and medical directors Leslie Aldrich, M.D. (Medical Procedures Center), and Norah Naughton, M.D. (Ambulatory Surgery Center).

"Both medical directors had a vision of a site where we would do things in a better, more cost-effective and patient-friendly way," Ferris says. "That set the tone."

"Norah and I worked very hard on taking the hassle out of ambulatory care: the waiting, the duplication of effort and the overlap of services," says Aldrich. "The two sides of our Center—Medical Procedures and Ambulatory Surgery—perform very different procedures, yet we have a similar patient flow model and we share some of the same materials. Wherever we could, we combined efforts. We wanted our East Ann Arbor Center to be efficient without feeling like an

assembly line. We wanted to retain the Health System's goals of patient-centered and family-friendly care."

The team relied on input from staff at all levels—physicians, nurses,

"Norah and I worked very hard on taking the hassle out of ambulatory care: the waiting, the duplication of effort and the overlap of services."

—Leslie Aldrich, M.D.

MCIT staff and others—to ensure creation of a health care center where well-designed processes support and even enhance compassionate care.

"We involved the people who make the stretchers—everyone's perspective was important," says Aldrich.

"When setting up a building, there are a lot of things to take into consideration, everything from financial and billing structures, to clinical operations, to the mail," says Jones.

Despite the hundreds of details, inevitable stress and deadlines, the team kept a sense of humor. And when the facility opened April 17, Ferris called it "the most fun I'd ever had on a project. I was sorry to see it end."

IN THIS ISSUE

New Buildings & Services Make U-M East Medical Campus a Hub of Health System Activity

pgs 2-4

Michigan Quality System in Action

pg 5

A Different Kind of Lean Initiative

pg 6



East Ann Arbor Ambulatory Surgery and Medical Procedures Center medical directors Leslie Aldrich, M.D. (Medical Procedures Center), left, and Norah Naughton, M.D. (Ambulatory Surgery Center), shared a vision of creating a site where things were done in a better, more cost-effective and patient-friendly way.

about inside VIEW

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New Buildings & Services Make U-M East Medical Campus

Best laid plans take shape, provide convenience, more facilities, care at U-M East Medical Campus

Since 1992, University planners have envisioned a convenient, off-site ambulatory care center to accommodate an ever-expanding need for outpatient programs and services. With 200 acres of land on the southeast corner of Earhart and Plymouth roads, they decided to turn vision into reality and, over time, the University of Michigan East Medical Campus has evolved.

The East Ann Arbor Health Center was completed in 1998, offering patients a selection of primary care, specialty and radiological services, an outpatient retail pharmacy, laboratory services, the Health Education Resource Center and more.

In recent years, the need for more facilities has grown and the Health System has responded.

In mid-April, the Ambulatory Surgery and Medical Procedures Center opened for business. Family Medicine moved to Domino's Farms from its first-floor clinic suite in the East Ann Arbor Health Center, making way for the incoming Geriatrics Center. This move prompted the building's official name-change to the East Ann Arbor Health and Geriatrics Center. The Rachel Upjohn Building, where the U-M Depression Center and all ambulatory psychiatric and substance abuse services will be housed, will be complete in October.



Weekly planning meeting attendees from left to right: Kate Jones, Hospital Facilities; Elio Zeppa, Albert Kahn Associates; Teresa Rabbitt, Hospital Facilities; Sandy Richards, Department of Psychiatry; Guy Taylor, U-M Facilities; Marc Danzig, U-M Facilities; Mike Kalil, Devon Industrial Group; Matt Pulick, Devon Industrial Group; Dawn Curtis, Hospital Facilities; Sarah Stuk, Devon Industrial Group; Jonathan Parker, U-M Facilities.



PARKING AND TRAFFIC FLOW UPDATES

As a result of the recent projects, hundreds of parking spaces have been added to the U-M East Medical Campus bringing the total to 888. Signage also has been updated.

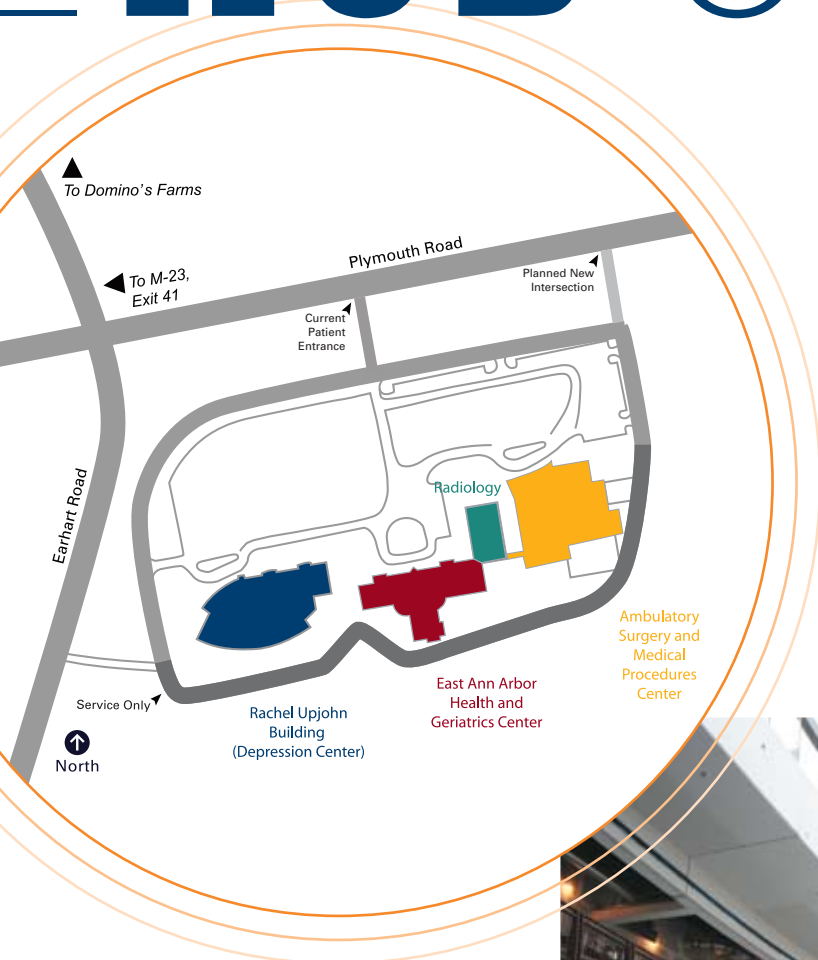
"Way-finding signs marking three different entry zones will peel drivers off to the entrance of the different health centers. They're designed to take you to the front door first—if you need to be dropped off, for instance—then you can find parking after that," says John Ballew, director of Health

System Facilities Planning.

The Plymouth Road entrance will be moved from its current location to intersect with Whitehall Road further east, where a traffic light will be installed.

In addition, the intercampus shuttle will continue to provide regular shuttle service to staff. Patients who use a Gold Card for cab service, such as those visiting the Geriatrics Center clinics, will receive discounted fares, according to Bitsy Lamb, service foreman, U-M Transportation Services.

A HUB OF HEALTH SERVICES



The soaring atrium and skylight illuminate the Rachel Upjohn building, providing a bright and airy atmosphere—the antithesis of depression.



LOOKING UP

Rachel Upjohn Building residents begin their move

Beginning Oct. 5, more than 280 faculty, staff and students start moving into the 114,000-square-foot Rachel Upjohn Building. The U-M Depression Center to be housed there is the nation's first comprehensive depression center devoted primarily to research, clinical care, education, and community and public policy initiatives for depression, bipolar and related disorders.

"[The Center] strongly emphasizes multidisciplinary interactions and, as a result, has space for psychiatry, primary care, Nursing School faculty, Social Work faculty and clinical social workers," says John Greden, M.D., chair, Department of Psychiatry, Rachel

Upjohn Professor of Psychiatry and Clinical Neurosciences, executive director, U-M Depression Center.

Labs with differing clinical and specialty foci are adjacent to each other within the research portion of the facility. "Collaboratories"—rooms and spaces where people from different specialties

can plan, evaluate data and consider clinical issues together—are dispersed throughout the facility.

Designed to be the antithesis of depression, the building has a skylight above its spacious atrium. The south wall is all windows, and there is a garden level that walks out to a patio. According to Greden, next spring or summer they will open walking trails through the woods and around the wetlands. "We envision them as a way for families to relax," he says.

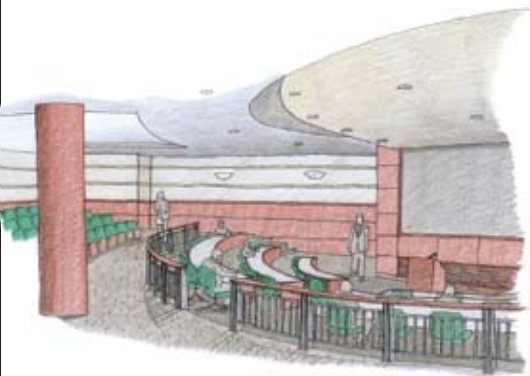
The new building will also house the Prechter Bipolar Genetic Repository—a partnership between U-M, Johns Hopkins, Cornell and Stanford universities and the only privately funded repository of its kind in the nation. Genetic samples will be housed here and, as the repository grows, samples will be made available to researchers around the world to advance and accelerate bipolar research.

Programs and clinics moving to the new facility include:

- The Child and Adolescent Ambulatory Clinic
- Depression Center Administration
- Adult Ambulatory Clinics
- Addiction Treatment Services (formerly the Chelsea Arbor Treatment Center)
- Sleep and Chronophysiology Lab

FEATURES OF THE RACHEL UPJOHN BUILDING INCLUDE:

- ❑ Extensive sleep rooms for sleep disorders research and treatment
- ❑ A laboratory that focuses on stress and stress hormone research
- ❑ New brain imaging facilities
- ❑ An auditorium and conference rooms for educational functions, meetings and community events
- ❑ Space for psychosocial research focusing on ways to help people stay on their medications, cope with stress and educate families on how to deal with a family member who has depression or another related illness
- ❑ FRIENDS Depression Education Resource Center with a lending library
- ❑ Free family education support groups
- ❑ A program dealing with exercise, nutrition and phototherapy, with a special program for those with Seasonal Affective Disorder
- ❑ Two telemedicine rooms where clinicians can provide long-distance care to patients who live in remote areas and need consultation
- ❑ An MRI simulator to help children and adolescents feel comfortable with the noises and feeling of an MRI before getting a real one



SYSTEM ACTIVITY

A PLACE OF PEACE

Opened in April, the new Ambulatory Surgery and Medical Procedures Center offers a peaceful environment for patients, with a naturally lit lobby and comfortable seating.



Ambulatory Surgery and Medical Procedures Center

Being the eastern-most building and abutted by wetlands, the Ambulatory Surgery and Medical Procedures Center provides a calm and welcoming environment for patients. Upon entering, visitors are met with a quiet atmosphere, lit mostly by natural light from the atrium-like lobby. Televisions are conspicuously, yet pleasingly, missing.

"The building design called for two TVs, but we chose not to install them in hopes that it would provide a more peaceful place for waiting patients and families. Most people really enjoy the quiet — spending their time reading or napping," says Debbie Laubach, business manager.

The lobby also provides computers for

patients to check e-mail, catch up on the news or play games while they wait.

Inside the facility on any given day, surgeons, anesthesiologists, gastroenterologists and a support staff of 60 work to provide state-of-the-art care. Thirty to 40 surgeons rotate through the facility and perform 125 different outpatient surgical procedures. The 49,000-square-foot building contains six operating rooms and four medical procedure rooms that can accommodate more than 5,000 surgical cases and 4,000 procedures each year. Currently, four ORs are open with planning under way to open the last two rooms in 2007, says Laubach.

Outpatient surgical services at the ASMPC are provided by:

- Orthopaedic Surgery and Sports Medicine
- Otolaryngology
- Plastic Surgery
- Urology
- General Surgery
- Gynecology

Endoscopy procedures performed by gastroenterologists at the Center include:

- Colonoscopies
- Colorectal screenings
- Upper endoscopies
- Flexible sigmoidoscopies

SENIOR SERVICE

Geriatrics Center patients receive more convenience than ever

Renovations are under way to prepare for the Oct. 26 move of the Geriatrics Center from its current location to the U-M East Medical Campus.

All clinical, administrative and support services currently available at the Cancer Geriatrics Center will be available to patients in the new location, but amenities and services will be enhanced, says Rick Bluhm, associate director for Administration and Program Development, Geriatrics Center.

"Primary and specialty services will be expanded at the new facility. There will be an increased neurology presence with more cognitive/movement disorders physicians practicing there than were previously," says Bluhm.

Front door services, including attendants and valet parking, and a food kiosk serving light lunch and beverages, are scheduled to go online.

For Jeff Halter, M.D., professor

of Internal Medicine, chief, Division of Geriatric Medicine and director, Geriatrics Center and Institute of Gerontology, clinical care attractions include improved access to the facilities.

"Having the Geriatrics Center clinics on the entry level is a substantial advantage for those who have a little trouble getting around," says Halter.

"In addition, support services nearby, such as CT and MRI, the pharmacy and more, make scheduling appointments and providing services much easier."

"The recent opening of the Ambulatory Surgery and Medical Procedures Center makes scheduling

"Having the Geriatrics Center clinics on the entry level is a substantial advantage for those who have a little trouble getting around."

those kinds of services manageable, and its close proximity makes it easier for our patients to navigate," says Halter.

In preparation for the move, the space that is now the East Ann Arbor Health and Geriatrics Center has been rearranged and some of its facilities and services updated.

"A new CT and MRI opened in June 2006," says Vicki Parker, health center manager. "Door attendants will be in service at the end of October, and walkways now adjoin all buildings to make it easier for patients to move around the facilities."

In addition, MFit Nutrition and the Alcohol Management Program are moving to the Health Education Resource Center from their current, lower-level offices, and Social Work offices on the lower level will move to the administrative area on the same floor.



AROUND UMHS

Welcome, Class of 2010! Faculty, staff and families attended the annual **White Coat Ceremony** Sunday, Aug. 6, to mark the beginning of orientation activities for the 170 incoming first-year medical students. Of these, 45 percent are from Michigan, 16 percent are minorities underrepresented in medicine, 51 percent are women and 25 percent did their undergraduate work at U-M. Competition for acceptance was intense—4,787 applications were received and 781 interviews were granted. The class' mean undergraduate grade point average was 3.72 and its mean MCAT score was 11.44. Nearly half (49 percent) of the students are recipients of scholarship support that will total nearly \$1.5 million this year. Get more info on the Class of 2010:

www.med.umich.edu/medschool/admissions/life/diversity.htm

As you know, the Health System is growing, growing, growing...and not just in East Ann Arbor! Two major building projects taking place on the main medical campus

are construction of a new **Children's and Women's Hospital** (groundbreaking Oct. 6; opening 2011) and expansion of the **Kellogg Eye Center**, which includes creation of the Brehm Center for Type 1 Diabetes Research and Analysis (groundbreaking Sept. 19; opening 2010). To learn more about all ongoing UMHS building projects, visit:

www.med.umich.edu/buildings

It's time for the annual **United Way campaign**, a great way to support the more than two dozen Health System programs and services funded by United Way, or numerous community agencies that feed and shelter the homeless, provide medical care to the uninsured, offer crisis intervention services and carry out other critical services that improve the lives of thousands. These organizations depend on the generosity of all of us, so look for pledge materials in campus mail and look for more information on the University's campaign Web site:

www.uway.umich.edu



Health System faculty and staff have a quick and easy way to get scientifically based nutrition information with **MFit's Ask the Registered Dietitian** online question and answer program. If you are confused about portion sizes, trans-fats and fad diets, or if you're just looking for general advice on healthier eating habits, you can e-mail your question/concern to an MFit registered dietitian and receive prompt, reliable and motivating recommendations. The inbox is staffed every Wednesday from 9 a.m. to 5 p.m. Just send your inquiry to MFitNutrition@med.umich.edu. Also, visit MFit's Web site for more nutrition, fitness and overall wellness information:

www.med.umich.edu/mfit



Seamless efficiency improves patient experience

MICHIGAN QUALITY SYSTEM *in* action



"I was lying there watching the nurse and Dr. Aldrich as they did my endoscopy. And I thought, 'This is amazing. Not a motion is wasted.' It was as if it was choreographed."

Little did this patient realize: All that graceful, economic motion was the result of applying "lean" Michigan Quality System concepts before, during and after the move into the new Ambulatory Surgery and Medical Procedures Center on the U-M East Medical Campus.

Center medical directors Leslie Aldrich, M.D. and Norah Naughton, M.D. led this charge to build quality and efficiency into all of

their processes. Their teams looked at every process and need—from staffing to documentation to the types of outpatient surgeries and medical procedures to be performed at the Center—to see how they could be streamlined without compromising quality.

"We took nothing for granted," Naughton said. "We initiated operational processes with an eye on efficiency and teamwork. In some cases, it was a huge culture shift."

Naughton had previous experience in the use of paperless, electronic medical systems and she applied these principles to the new facility. Required documentation is now obtained from the patient's electronic medical record, which pulls data from CareWeb and Centricity.

The teams also looked at ways to cut down operating room turnover times. "We use electronic auditory and visual cues to let everyone know when the patient and OR are ready. This system allows the circulating nurse to stay in the OR while maintaining safety checks." The result? The Center's OR turnover time has improved by 30 percent.

The teams tackled inventory management, labeling drawers and ordering supplies for each room so they are fully equipped and ready for anyone to step in and work.

This endoscopy patient probably didn't notice that the Center is paperless or that the staff share duties whenever possible. She also didn't know that months ago, Dr. Aldrich and her staff performed many dry-run procedures, recording what worked well and what didn't. But she did notice the most important things—efficiency, competency and compassion. Just one more way the Health System is getting "lean" and improving clinical practices and, ultimately, the patient experience.

The new Center's OR turnover time has improved by **30 percent** since adopting "lean" strategies.



ON THE WEB

For more information on the Michigan Quality System and lean projects at UMHS, visit: www.med.umich.edu/mqs.

TAKING CARE OF OUR OWN

A DIFFERENT
KIND OF
LEAN
INITIATIVE

By Kathy Lash, clinical department manager, Radiation Oncology



Colleen Greene, wellness coordinator for MFit and the Michigan Healthy Community Initiative, teaches step aerobics to colleagues Monday and Wednesday afternoons.

Last fall, a colleague mentioned joining Weight Watchers at Work (WW@Work). I decided to join, too. I soon realized that this program was a perfect fit with our Health System goal of encouraging a healthier staff and our strategic principle Taking Care of Our Own.

So in October 2005, I received permission to use money budgeted for professional/personal development courses to pay for Radiation Oncology employees to join the WW@Work program. The department would pay the full cost of an employee's first session and 50 percent for additional sessions. Then, I sent a department-wide e-mail to gauge interest—without indicating the department would cover costs. Eleven people said they were in, and a phenomenon was born!

The results have exceeded expectations. The group has grown to 40 total members joining, with 15 in the current session. As of Aug. 2, the department had lost a total of 494 pounds, and everyone, from management to administration to frontline staff, has come together to support this effort. Support staff orders healthier foods for meetings

and celebrations. People assign POINTS® values* to food brought into the office. Supervisors shift schedules to ensure participants can attend meetings. We've built an extra 30 minutes into the lunch hour on meeting days so participants can walk to and from meetings and get 30 minutes of physical activity. And, increasingly, we are replacing food with other methods of reward/recognition.

This program is about much more than weight loss. It's about:

- ➔ Cross-functional teambuilding—As a participant, I've been able to get to know staff with whom I infrequently interact;
- ➔ Learning to lead a healthier lifestyle—Many participants have joined gyms and walking clubs;

- ➔ Improving our departmental culture—Everyone, even those not in the program, is more upbeat and supportive; and
- ➔ Taking Care of Our Own—People use these meetings to de-stress, bond and achieve better work/life balance.

What's most impressive and inspiring is that people aren't doing this because they have to. They are making these changes because they want to—for themselves and their coworkers.

@ JUST DO IT If you'd like to learn more, please contact me at klash@umich.edu or 734-936-4291.

“Our group is amazingly supportive. People have genuine, inspiring stories, and it makes you feel great that they are succeeding. Everyone is pulling for each other like a true team.”

—Danny Hamama, radiation therapist, Radiation Oncology

get MFit

MFit, the Health Promotion Division of UMHS, offers a variety of nutrition and fitness programs for faculty and staff, including:

- ▶ Exercise and Relaxation Classes: www.med.umich.edu/mfit/employee/classes.htm
- ▶ Weight Management Program: www.med.umich.edu/mfit/programs/weight
- ▶ Personal Training Services: www.med.umich.edu/mfit/programs/fitness/ptraining.htm
- ▶ Healthy Cooking Classes: www.med.umich.edu/mfit/nutrition/cookclsdetail.htm

*Weight Watchers POINTS® values are assigned based on the serving size and calories, fat and fiber per serving.

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