

inside

VIEW


 University of Michigan  
Health System

A LOOK INTO THE WORLD OF HEALTH SYSTEM FACULTY AND STAFF

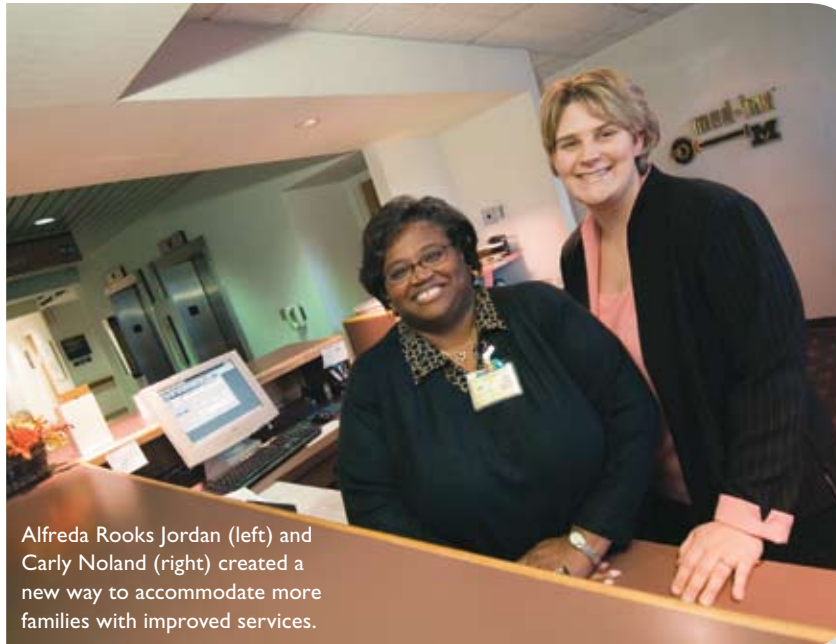
turning lemons

# INTO LEMONADE

How the Med Inn closures resulted in better service for all

It's no secret the Health System has experienced high occupancy for years. By August 2005 leadership had to take a hard look at how to add beds since new facilities wouldn't come online for at least two years.

That's when Alfreda Rooks Jordan, Community Health Services, and Carly Noland, general manager of the Med Inn, received their assignment: Take 55 of the 85 Med Inn hotel rooms offline, then create a way to accommodate the hundreds of potentially displaced guests who will need lodging in the future—all by Jan. 1, four months away.



Alfreda Rooks Jordan (left) and Carly Noland (right) created a new way to accommodate more families with improved services.

**“We’re not only providing better service to those who call, we’re actually able to accommodate a greater number of patients and families than in the past.”**

“It wasn’t simply closing rooms down for renovations. It was reinventing our partnership with our vendor, Select Hotel Management, and contracting with community hotels to meet the needs of our patients and families,” Rooks Jordan explains.

In addition, the Health System and Select Hotel Management dedicated two Med Inn staff members to coordinate hotel accommodations for callers, resulting in the creation of the Patient and Visitor Accommodations Program.

“You can think of it like a travel agency,” Noland says. “Though we’ve contracted for reduced rates with 14 local hotels, we can make reservations for patients in any hotel in the area, according to their needs and preferences.”

Rooks Jordan says the outcome is even better than expected. “We’re not only providing better service to those who call, we’re actually able to accommodate a greater number of patients and families than in the past.”

In the first month, the program handled 116 bookings. In October 2006 the monthly rate swelled to nearly 650.

The 30 remaining Med Inn rooms are reserved for families with loved ones in the ICU, seniors and those with special needs. In addition to reduced rates, member hotels accommodate reservations on hard-to-fill dates such as football weekends—an historic impossibility.

Depending on the hotel, guests receive free shuttle service to and from the Medical Center and free continental breakfast.



Paula Lenneman, reservation specialist, connects patients’ families to contracted area hotels that offer reduced rates and availability during even the busiest of football weekends.

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ON THE WEB

Learn more

about this program: [www.med.umich.edu/hotels](http://www.med.umich.edu/hotels).

about inside VIEW

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MICHIGAN QUALITY SYSTEM

fast fact!

Michigan Quality System projects are often undertaken to improve flow in a process. Producing and moving one item at a time through a series of processing steps without interruption or waiting is known as continuous flow. To learn more about MQS, including upcoming lectures in the "Lean Thinkers" series and other available learning activities, visit [www.med.umich.edu/mqs](http://www.med.umich.edu/mqs).

# UMHS+VolunteerMatch= ENHANCED VOLUNTEER SERVICES

Volunteer Services partners with national database to make volunteering easier than ever

Volunteering just got a whole lot easier with a new partnership between Volunteer Services and VolunteerMatch—a national online volunteer database.

The partnership is the brainchild of Jennifer Gegenheimer-Holmes, director of Operations in the Emergency Department, and her Leadership Development Program team as part of a recent project.

"We drew on my experience post-Katrina," Gegenheimer-Holmes says. "At that time, there really wasn't a good way to organize volunteer response or connect with others who wanted to help. I wanted to develop a Web site as a central clearinghouse for internal and external volunteer opportunities and our team needed to come up with a project for our Leadership program. It was a perfect fit."

The team—which includes Musty Habhab, administrative manager, Internal Medicine; Marilyn Hollier, director, Hospital Security and Entrance Services; Marie Lozon, M.D., associate professor of pediatrics and emergency medicine; Ellen McKeown, risk management consultant; and Brian Zink, M.D., associate dean for Medical Student Career Development—chose VolunteerMatch because it allows UMHHC to be strategic with its community engagement programs, provides seamless, integrated and user-friendly volunteer management, and provides reporting capabilities that reduce administrative burden associated with robust volunteer programs.

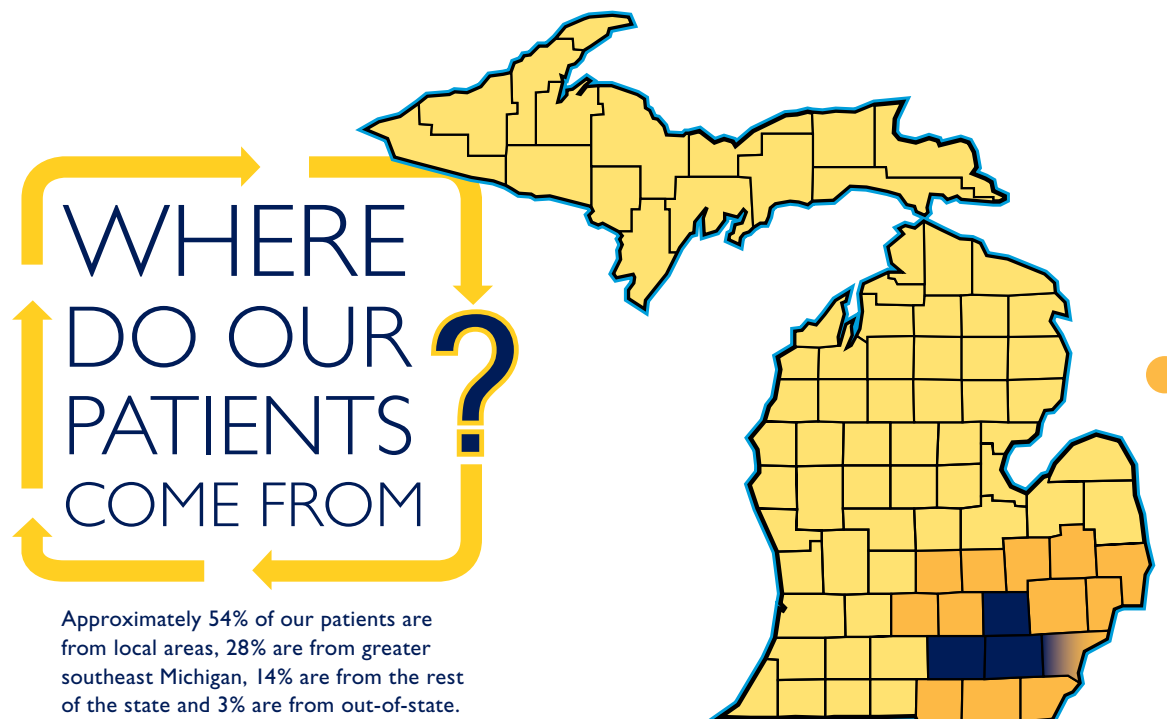
To implement the new site, UMHS Public Relations and Marketing Communications agreed to fund the project and develop the Web site to house the new program.

By visiting [www.med.umich.edu/volunteer](http://www.med.umich.edu/volunteer), employees can search for volunteer opportunities by ZIP code and area of interest, and find local, state and national postings.

Whatever your interest, talent and availability, the new site offers thousands of opportunities to make a difference in your community.

Volunteer Services hopes this new site will increase the number of individuals interested in Health System volunteer opportunities, create an easy way for staff to get involved in the community and provide a platform for those interested in disaster response. For U-M specifically, the site will be used to create a database of community members and University staff who can respond in case of pandemic influenza.

"We learned from Katrina that our community is much bigger than southeast Michigan," says Alfreda Rooks Jordan, Community Health Services. "This is a way for us to reach a larger community—to bring more volunteers in and help our staff volunteer externally."



## AROUND UMHS

Due to recent changes in how the U.S. Postal Service processes mail, and to ensure mail intended for the Health System is delivered correctly and in a timely manner, **three changes are being made to the way Health System addresses are to be displayed:** (1) All four-digit box numbers currently beginning with 0 will be changed to begin with a 5 or 6; (2) Where the word "box" has been used to indicate this four-digit number, SPC (Special Postal Code) will be used in its place. "Box" is no longer to be used on stationery, letterhead, envelopes, business cards or other forms providing Health System addresses; (3) Those who order business forms through Michigan Business Services Printing Services Web site will see a new standard address format for all orders.

**Direct communications with affected areas will be made as these changes are implemented. There is no need to discard current mailing or stationery supplies.**



Faculty and staff interested in **volunteering for clinical research studies** can now register online through a new feature added to Engage, the Web site developed for potential participants and physicians seeking open studies at the University of Michigan. By registering with this database, you permit those running studies for which you may qualify to contact you directly. You also can log in any time to find studies yourself or update your profile. Get more information:

[www.umms.med.umich.edu/registry](http://www.umms.med.umich.edu/registry)

Are you looking for funding to support your community health service project or event? If so, **UMHS Community Health Services** might have what you need. CHS offers small grants for staff to fund community outreach projects that support its mission of providing health services to our community. Since 1998, CHS grants have supported 90 events, including cholesterol screenings, bike safety, tobacco prevention education, women's health days, prostate screenings, blood pressure screenings and more—efforts that reached more than 8,000 community members of all ages and nationalities, those in high-risk populations as well as the general public. Learn more:

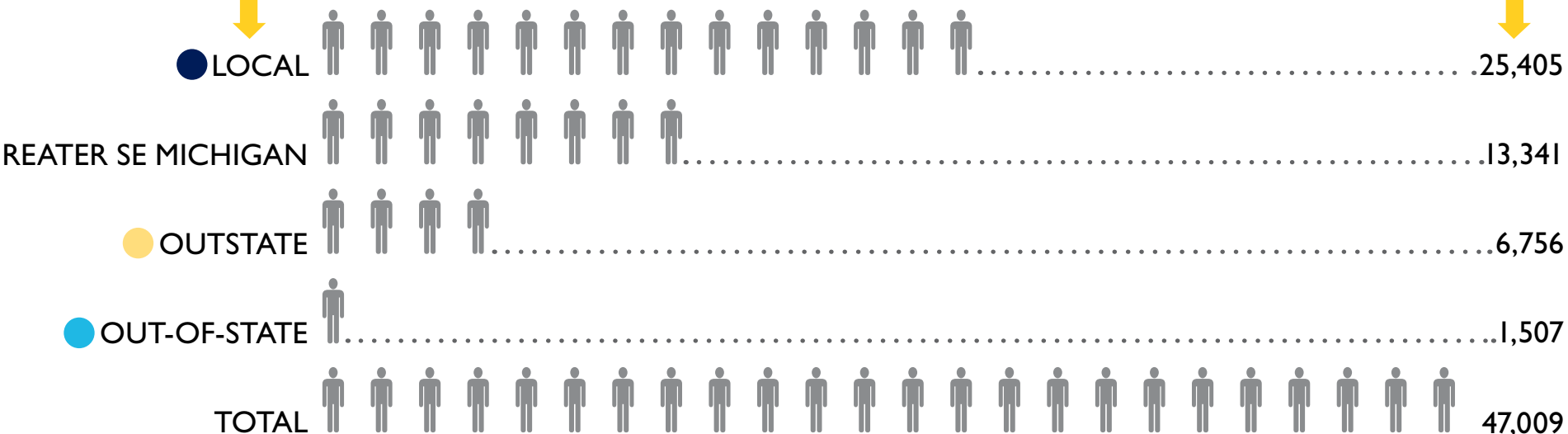
[www.med.umich.edu/chs/chi.htm](http://www.med.umich.edu/chs/chi.htm)

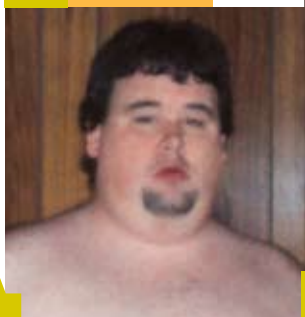


Get ready for **Active U 2007!** Active U is a fun, friendly competition and incentive program designed to help you increase your physical activity. Whether you're an avid or beginning exerciser, you'll get something out of this program. And by making a voluntary donation when you register, you will help a local charity. Last year, more than 8,600 U-M employees participated and raised more than \$36,000 for charity. New features this year include personalized weekly messages and more winners and opportunities for recognition. Registration for AU 2007 is open. The program runs Feb. 7 through April 3. Register and get details:

[www.mhealthy.umich.edu](http://www.mhealthy.umich.edu)

### UMHS CALENDAR YEAR 2005 DISCHARGES





In 2004, Eric Marsh weighed 530 pounds, had serious heart problems and no motivation to exercise. Today, he's learned to manage his chronic conditions and visits the gym four times a week.



# A NEW MIAMI

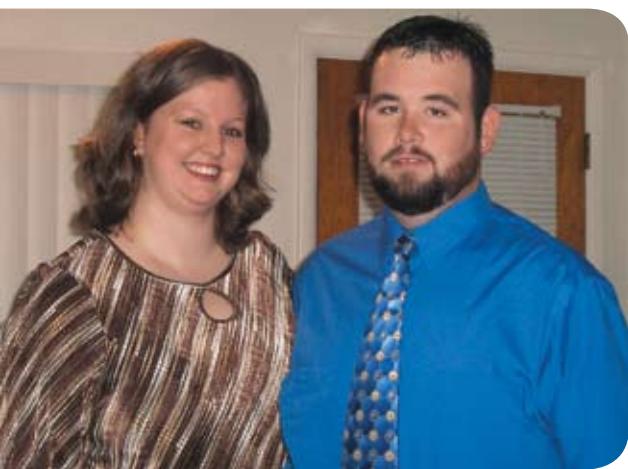
## Materiel Services employee benefits from UMHS disease management programs

Eric Marsh had a lot to celebrate when he turned 30 in December. Mostly, he was thankful for his life.

Marsh, a stockkeeper in Materiel Services, always had a weight problem, but in the spring of 2004, he tipped the scales at 530 pounds. Upon examination, his primary care physician, James Peggs, M.D., professor and associate chair, U-M Department of Family Medicine, discovered extreme water retention and started immediate treatment. Peggs also referred Marsh to U-M cardiologist Todd Koelling, M.D. and the Heart Failure Management Program, one of the Health System's seven JCAHO-certified disease management programs that provide clinical intervention for patients to strengthen self-management chronic care skills.

"A lot of places would have just sent me home with new medication," Marsh says. "Dr. Koelling took one look at me and said, 'I'm admitting you today.'" In eight days,

Eric Marsh, shown with his wife, Tasha, relied on the UMHS Heart Failure Management Program, one of the Health System's seven JCAHO-certified disease management programs, to help get him back on the road to health.



through IV diuretics and urination, he lost 100 pounds of fluid. "I felt like a completely different person," Marsh says.

Testing and a complete review of his medications revealed that Marsh had a leaky aortic valve—and, surprisingly—a thyroid problem. "That was why I had no motivation to exercise," he says.

**"A lot of places would have just sent me home with new medication. Dr. [Todd] Koelling took one look at me and said, 'I'm admitting you today.' I feel like a completely different person."**

Thea Picklesimer, B.S.N., R.N., lead nurse in the program, says, "After the fluid was off, Eric said to me, 'You know, this is the first time in years I could tie my shoes. Someone else needed to tie them or I'd buy slip-ons.' That thought stayed with me for days.

"His medications were reviewed. Additions were made. And exercise was encouraged," says Picklesimer of his care. "We taught Eric to weigh himself daily, and explained the signs and symptoms of heart failure, along with dietary teaching, including fluid and sodium restrictions. The patient's adherence to the plan is vital, and Eric had the desire to become as healthy as possible."

The comprehensive services and planning that are part of this and all disease management programs enabled

Marsh to get the bariatric surgery he needed, too. Marsh continued to receive care and guidance from his UMHS health care team, including education, medication reviews and contact with the Heart Failure Telemanagement Program, in which nurses manage patient care through frequent phone calls.

"There's just a lot of caring at U-M, a lot of effort," Marsh says. "Thea calls me monthly to find out how I'm doing, explain test results, determine whether or not I need more medication, and more."

Today Marsh is down to three medications—from 13—and 270 pounds. He works out at a gym four times a week, and gets plenty of support from his wife, Tasha, an inventory control support associate in Hospital Transactional Purchasing.

Now that the stress is off his heart, Marsh's heart problem isn't a problem anymore. Soon, he will look into the mirror and see an even slimmer self. At the end of this month, he will have 30 pounds of excess skin removed through plastic surgery. In losing so much weight, Marsh gained his health. "I got a second chance," he says.

U-M Medical student Steve Gross walks with children in front of schoolhouses, one of which was converted into the HIA clinic.



Photo provided by Timothy Sullivan, M2

They work from 9 a.m. until dusk and see more than 750 patients in a four-day period.

"We'd like to work more, but we can't because there's no electricity," says Krisda Chaiyachati, a second-year U-M medical student, who went on a Health in Action medical mission to the Dominican Republic last spring.

Chaiyachati and three of his M2 student colleagues—Lindsay Hampson, Terry Shih and Ariana Nelson—will lead this year's mission, the fourth trip to the Dominican Republic.

When the students arrive, they take over a one-room schoolhouse, constructing examination rooms by

draping sheets from ceilings and setting up a pharmacy. After four hours of set-up, they're in business. They prioritize patients, take medical histories, conduct physical exams, present patients to the attending physicians and work with the attendings to diagnose and treat patients.

On the fifth day, they take down the sheets, break up the pharmacy and leave the remaining medicines and supplies with a local community leader who has been trained as a nurse so she can dispense them as needed. Looking at the schoolhouse after the group leaves, it's as if the team was never there, except for the fact that 750 patients have received critical health care.

# FOUR DAYS, FIVE NIGHTS, 750 PATIENTS

U-M Medical students put Health in Action in the Dominican Republic

"We show them that someone cares about them," Hampson says. "Many of the people never see a doctor except when we come." And many come a long distance for this care.

This year, all of last year's U-M student participants will return, along with a new crop of 11 first-year students, and faculty physicians James F. Peggs, M.D., professor and senior associate chair, Family Medicine, and Priscilla L. Woodhams, M.D., F.A.A.P., clinical instructor, Pediatrics and Communicable Diseases. The group will be well-armed with medicines and even more toothpaste and toothbrushes than last year, and they've been working hard to raise money and spread awareness of their

mission in the community for the past few months.

HIA gives U-M Medical School students an international opportunity that enhances their clinical skills and cultural competency while providing underserved communities with medical education, prevention and care. As patients stand in line to be seen, students educate them about the importance of maintaining good hygiene so they can get along better with the minimal health care they do receive.

"Things we were learning in class were incredibly applicable. I was more ready for this experience than I thought," says Shih of his experience last year.

Students contribute about \$800 of their own money for airfare, food and personal items. They are encouraged to pack all their personal items in their carry-on luggage so that their two checked pieces can carry supplies.

"Last year, we had 35 boxes completely full of drugs and supplies," says Hampson.

Mike Rowley, M3, examines a girl in a room within the makeshift clinic. The "rooms" of the clinic were created by dividing up the space with sheets hanging from the ceiling. Within the clinic were seven exam rooms and a pharmacy station.



Photo provided by Global REACH Program

## HEALTH IN ACTION

HIA is one of four student-driven humanitarian initiatives working with the Medical School's Global REACH program to sell 2007 calendars as a fundraiser for future trips. The calendars feature photos from last year's medical missions. A full exhibition of the students' images is on display with the Gifts of Art program through Feb. 14 in the Taubman Lobby South, Floor 1.

@ SEE THE WORLD To learn more or order a 2007 Student Alliance for Global REACH Calendar: [www.med.umich.edu/medschool/global](http://www.med.umich.edu/medschool/global).

TAKING CARE OF OUR OWN

# MANAGING AGGRESSION IN OUR WORKPLACE

In a safe workplace, all employees know how to recognize and respond to aggression and escalating violence.

by Marilyn Hollier, C.P.P., C.H.P.A.,  
director, Security & Entrance  
Services, and associate director,  
Public Safety & Security

As Health System employees, we interact with a lot of people every day—patients, their families and visitors, and co-workers, vendors and volunteers. One of our strengths is the quality of care we provide. And one way we do this is by making sure our workplace is as safe as possible.

A safe workplace is one that embraces respect and considerate behavior, and where all employees know how to recognize and respond to aggression and escalating violence, be it physical or verbal. To that end, Security Services and Human Resources provide a variety of resources to help employees who feel unsafe or threatened in the workplace, even if the threatening person is someone from your personal life.

Workplace aggression is more than physical violence. It includes yelling,

bullying, threatening behaviors, intimidation, stalking and more. Early detection and intervention are crucial. Individuals who bully or intimidate are empowered through silence. The longer the silence, the worse the situation. If you find yourself in a threatening situation, or if you know of a co-worker in a threatening situation, call Security Services and get us involved early.

## What Security/HR Can Do

Once contacted, we will conduct an initial investigation to determine the appropriate course of action, which may include assistance in obtaining a personal protection order, providing escort services to/from your vehicle, staff education, well-being checks, 9-1-1 services and more.

If the situation involves a patient, we will get Risk Management involved as well, and actions may include access restrictions or termination of care, depending on the severity of the situation.

“Workplace aggression is more than physical violence. It includes yelling, bullying, threatening behaviors, intimidation, stalking and more.”

## SITUATIONS IN WHICH SECURITY/HR CAN HELP

- Domestic issues that affect employees or patients. For example, a staff member who's left an abusive domestic situation gets the following call from the threatening partner/relative: “I know where you park.” Or, a patient receives threats from a friend/relative/partner while in our care.
- Aggression between co-workers, including bullying and other intimidating behaviors.
- Aggression between a patient and an employee, including physical attack and verbal violence.

## WHAT EMPLOYEES CAN DO

- Report co-workers who bully or show aggressive behavior to a supervisor, your HR consultant or Security Services.
- If you need Security urgently and discreetly, call 734-936-7890 or 9-1-1 and say “I need a Yellow Card” at a specific location. Learn more: [www.med.umich.edu/i/security/ep/ep.htm](http://www.med.umich.edu/i/security/ep/ep.htm).
- Familiarize yourself with our institution's Critical Incident Plan: [www.med.umich.edu/i/mandatories/critical/ciplan.htm](http://www.med.umich.edu/i/mandatories/critical/ciplan.htm).
- Supervisors should learn how to detect and handle aggression, and de-escalate potentially violent situations by taking Foundations for Successful Leadership: [www.med.umich.edu/leadership/training/foundation](http://www.med.umich.edu/leadership/training/foundation).

## IMPORTANT RESOURCES

- Call 9-1-1 in an emergency.
- Security Services phone: 734-936-7890.
- Security Services on the Web: [www.med.umich.edu/i/security](http://www.med.umich.edu/i/security).
- Review the U-M Standard Practice Guide sections 201.12—Discipline (Performance & Conduct Standards) and 601.18—Violence in the University Community: [spg.umich.edu](http://spg.umich.edu).
- Review the UMHC Guidelines for Handling Violence in the Workplace: [www.med.umich.edu/i/policies/umh/violence.html](http://www.med.umich.edu/i/policies/umh/violence.html).

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