

inside

A LOOK INTO THE WORLD OF HEALTH SYSTEM FACULTY AND STAFF

VIEW

march/april 2009

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PROFILE



IN FOCUS

In his clinical work and his photography, David Rosen's focus is on young people

When David S. Rosen, M.D., graduated from medical school, his mother gave him a framed copy of a report he wrote in first grade about what he wanted to be when he grew up. (A doctor, of course!) Rosen, now a clinical professor in the departments of Pediatrics, Internal Medicine and Psychiatry, says his goal was always to become a physician. Yet, as a child, it wasn't a stethoscope he wanted to play with. It was a camera.

Rosen has always enjoyed photography. He began developing film in his own darkroom at age 12. When he went to medical school, photography helped pay the bills. In earlier days, he preferred to take photographs on the

street, capturing human subjects in day-to-day life. Now, he shoots portraits of kids.

It's not surprising that his focus is on young people. Here at the Health System, he is section chief for the Teenage and Young Adult Health Program within the Department of Pediatrics. He is also the associate director of education within Pediatrics. As Rosen puts it, "Helping train an entire generation of residents not to be afraid of teenagers has been very rewarding."

Adolescent health is a small field, but Rosen loves working with teenagers. The Teenage and Young Adult Health Program offers specialized care to patients on issues like eating disorders,

mental health, learning, reproductive health, substance abuse and sports medicine.

"The patients are challenging, yet wonderful," Rosen says. "They learn we're here to help them, not judge or get them into trouble."

One of Rosen's goals is to partner with the Department of Psychiatry to develop a day program for eating disorder patients. Since these patients have medical, nutritional and mental health needs, the collaboration will allow for a best-in-class program.

Photography hasn't faded from Rosen's life. If you're ever in the Department of Pediatrics, check out his portraits on display in the hallway—they are the kids of faculty members. —BJ

David S. Rosen, M.D., combines his career in medicine with his love of photography.



YOU CAN SEE DR. ROSEN'S PHOTOGRAPHY ONLINE AT WWW.DAVIDSROSEN.NET/BLOG.



University of Michigan
Health System

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Questions? Story ideas?

Contact *Inside View* at 734-764-2220 or insideview@med.umich.edu ("Insideview" in GroupWise)

AROUND UMHS

Making a Difference is a new and improved recognition program for 2009, replacing *You're Super*. The program includes the faculty, students and staff of the U-M Medical School, as well as those at the Hospitals and Health Centers. Recognize those in your office who go above and beyond what's expected to make our Health System a world-class organization.

TO LEARN MORE ABOUT MAKING A DIFFERENCE AND HOW TO NOMINATE A COLLEAGUE, VISIT: WWW.MED.UMICH.EDU/I/RECOGNITION/TOOLS/

You may like your job, or even love it, but chances are it isn't perfect. By taking the **Employee Engagement Survey by March 27**, your anonymous feedback produces results that drive change. Take five to 10 minutes to voice your opinion through the online survey. Whether your comments are positive or negative,

they will be heard. The survey is open to all Health System staff, including those who work in the Medical School, research labs, offsite buildings, and all U-M hospitals and health centers. You can take the survey at work or on a home computer. You can even register in a drawing to win free Health System gear.

TAKE THE SURVEY AT WWW.MED.UMICH.EDU/I/EMPENGAGE09/.

Watch for **Inside the Michigan Difference** banners that are displayed around the hospital. The banner campaign provides a look at the operations, processes and employees that help make the Health System tick. A Discharge Cleaning banner is located in the B2 level of University Hospital. A new banner about Central Sterile Supply is now in the Towsley link.

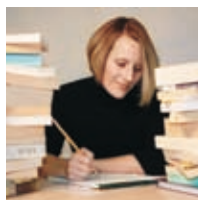


To keep our workplace safe, all employees need to know how to **recognize and respond to aggression and escalating violence**. REFRESH YOUR KNOWLEDGE AT: WWW.MED.UMICH.EDU/INSIDEVIEW/VOLUME2/ISSUE2/MANAGE.HTML

While **Crocs™ shoes** are a popular choice for health care workers, there have been injuries at UMHS related to staff tripping while wearing these types of shoes. The shoes are lightweight, odor-resistant and easy to clean, but the large front rubber bumper on the shoes may be to blame for many of these accidents. Consumer safety groups have also warned people to use caution on escalators while wearing these types of shoes.



LETTER FROM THE EDITOR



One thing I love about working at the Health System is the way we're constantly recognizing each other for good work. I came here from corporate America and hadn't known that programs like *You're Super* existed—imagine my surprise when I figured out why everyone had those little star pins on their ID lanyards. The Health System has revamped *You're Super* into a new and improved program for 2009 called *Making a Difference*. Check out our Around UMHS section above for the details. I suppose it only makes sense that, as a health care organization, we aim to foster a healthy work environment. Another great example is the Cancer Center's Emerging Leaders

Program, featured on Page 7, which uses mentors to give staff the knowledge and training to grow their careers. I hope to include many more stories in future issues of *Inside View* that focus not only on the great care we provide to patients, but also what we do for each other.

On a related note, don't forget to take the Employee Engagement Survey to voice your anonymous feedback on what's good (and not so good) about your job. No matter how good things are, we can always make them better. The survey is open until March 27.

Beth Johnson
Editor

GO LEAN

one-stop SHOPPING

Radiology Call Center uses lean thinking to improve customer service

“With a more streamlined way of doing business, our customers are continually amazed at how well we handle their requests,” says Radiology Call Center associate Jan Rohraff. “Over and over, I hear remarks like, ‘You would do this for me?’ and ‘You can coordinate these together?’ When I hear this, I know we’ve made a difference.”

Rohraff is one of 12 staff members who handle the internal clinic-to-clinic requests for more than 600,000 radiology procedures each year—about 85 percent of all radiology requests at UMHS. The group recently applied lean thinking to improve customer service.

Director of the Division of Cardiothoracic Radiology Ella Kazerooni, M.D., explains there are between four and 12 “touches” per patient encounter for every radiology procedure. “That’s a tremendous amount of contact. The Radiology Call Center is often the gateway to the

Radiology department. That’s where the first impression is made.”

That was why Kazerooni formed a quality improvement team and asked M-LINE, another successful Health System call center, to partner with the group to look at best practices and recommend ways to improve customer service.

Staff cross-trained for all Radiology areas, revamped phone skills and streamlined workflow. Now staff can schedule just about any request, combining multiple calls into one request, and reducing the time callers wait in the phone queue. The result? Abandonment rates and longest delay have been reduced by approximately 73 percent and 67 percent, respectively. And the center’s service level is up 49 percent.

“We wanted to create an environment where staff could enjoy their job every day while striving to meet the needs of our customers,” says Damon Lively, call center supervisor and member of the

Damon Lively (above), call center supervisor, and (top to bottom) Randi Prieve, Linda Woodward and Jan Rohraff went lean and streamlined business practices at the Radiology Call Center.

center’s quality improvement team.

The team created opportunities for staff involvement and recognition. Staff met the Radiology physicians whose schedules they book. The Radiology Call Center plans to go to one scheduling line for “one-stop shopping” for callers—and to move other scheduling responsibilities, such as Nuclear Medicine, to the main location at the North Campus Administrative Complex.

“Our patients are the ultimate beneficiary—and because we engaged our staff in the process, our staff benefits, too,” Lively says.

Kazerooni says, “Our measures show that when you engage a group of people and give them the tools, they can do amazing things.” —CM

FOCUS ON: BEDSIDE MUSIC

a song for patients

How music changed one patient’s care and her life

When Peggy Mangan came to UMHS from the small town of Caseville, Mich., for cancer treatment, she wasn’t sure she’d ever leave the hospital. Diagnosed with mantle cell lymphoma, an incurable illness, doctors recommended a bone marrow transplant.

“It was a solemn moment,” Mangan says. “I was told that it could be a bad outcome.”

Because Mangan was so far from home, another patient’s wife arranged for bedside music during the bone marrow transplant. Bedside music is part of the Gifts of Art Program and harpist Julie Hussar, a clinical musician, plays at the bedside of around 15 patients on a given day.

“The music did help me through the procedure,” Mangan says. “Julie would come to my

room every day. I loved the music and thought I might like to try it some time.”

Mangan was so inspired that she began taking harp lessons after leaving the hospital. She even commissioned her instructor to write a song in honor of the care she received on 8A.

“I’m a registered nurse and found the care to be outstanding,” she says. “Everyone was so nice and the bedside music was wonderful. I was lonely. I really looked forward to Julie coming and playing.”

Hussar explains that music can be a welcome respite for patients. “It gives them an opportunity to have some mental relief. Some patients tell me the music reminds them of other, more positive things in their lives.”

As for Mangan, playing the harp has given her a new focus. She is currently in remission and enjoys every minute with her family and her music. —BJ

The bedside music program fostered Peggy Mangan’s interest in playing the harp.

 VISIT WWW.MED.UMICH.EDU/INSIDEVIEW TO WATCH MANGAN AND HUSSAR PERFORM TOGETHER.

there's no place like

HOME

Home Care Services lets patients heal in the comforts of home

Great health care doesn't end when our patients leave our door. The Health System goes home with patients in the form of visiting nurses, private duty services, medical equipment, infusion services, respiratory therapy, specialized wheelchair seating and more. The entire range of health care services a patient may need at home can be found in one of the five departments that make up Home Care Services. This 24/7, 365-day-a-year operation takes staff right into the most personal of all spaces—the patient's home—to ensure they can safely and comfortably recover from illness or injury.



HomeMed clinical pharmacist Jamie Tharp (left) trains patient Kathy Jones on the proper way to flush an intravenous catheter.

HOMEMED
100 employees, 4,000 prescriptions, 5,300 patient orders, 2,300 deliveries every month

HomeMed is a pharmacy that provides a full spectrum of medications and supplies. Licensed pharmacists, nurses and registered dietitians contribute to the clinical care management and preparation of special medications in a state-of-the-art facility. Often, with proper medication training and education in their homes, patients can avoid hospitalization.



U-M Visiting Nurse Kelly Piekarek, R.N., cares for patient Alan Dale Hegwood at his home in Manchester, Mich.

MICHIGAN VISITING NURSES

170 employees, 5,600 patient visits every month
Michigan Visiting Nurses provides skilled home health care to pediatric, maternal, and adult patients recovering from illness or injury. MVN nurses and physical, occupational and speech therapists are able to meet the patient's changing needs. "We're the eyes and ears of the physician," says Nancy Rose, R.N., director, Michigan Home Care Nursing. MVN enjoys a 95 percent patient satisfaction rate and meets or exceeds national benchmarks on reducing hospital readmissions and emergency room visits.



did you know?

2009 marks the 100th anniversary of Michigan Visiting Nurses. Happy Birthday!



Chris Savoie of Wheelchair Seating Services adjusts a patient's wheelchair at High Point School.

WHEELCHAIR SEATING SERVICES

25 employees, 125 custom chair deliveries every month, nearly 1,000 chairs in process

Working with each patient's health care team, Wheelchair Seating Services provides professionally fitted wheelchairs and customized mobility products for patients with limited mobility. WSS offers on-site expertise at many UMHS specialty clinics and numerous school systems. The service has more on-staff certified rehabilitation technology engineers than any other group in Michigan.

did you know?

- Home Care Services is accredited by The Joint Commission and is the largest full-service home care organization in Michigan.
- HCS is fully integrated into the Health System's processes and systems—setting the stage for great continuity and quality of care.
- By working closely with our discharge planning staff, a patient's discharge may be expedited, thus freeing up valuable bed space.
- HCS participates in many community programs, such as sponsoring camps for children with special needs and donating medical equipment.

“Each day we, as UMHS representatives, are entrusted by our many patients to enter their homes to provide the services, equipment and supplies necessary to address a critical medical need. We take that trust very seriously.”

—KEN BANDY, ADMINISTRATOR, HOME CARE SERVICES



Home Care Services technician Tony Dahl performs function and maintenance checks on a portable ventilator.

MEDEQUIP

100 employees, 6,500 patient orders every month
MedEQUIP provides equipment, supplies and clinical respiratory care to patients, working closely with UMHS discharge planning staff to coordinate delivery to the patient's hospital room so they have what they need when they go home. MedEQUIP also manages Michigan's largest home ventilator program with nearly 90 patients on continuous service and more than 30 ambulatory and primary care delivery locations..


MICHIGAN VISITING CARE

150 employees, 3,500 hours nursing care, 1,000 hours home health aide care every month, 15,000 flu shots each season

Michigan Visiting Care offers private duty home care nursing, home health aides, community wellness and immunization programs, and the House Calls nurse practitioner program. Home health aides provide assistance with daily living, personal care, housekeeping, transportation and companionship. Nurse practitioners with House Calls provide primary care, including management of chronic disease, consultative care with the patient's primary care provider and geriatric case management. —CM

Connie Barnes, R.N., visits with patient Ernesto Galan.



 VISIT WWW.MED.UMICH.EDU/HOMECARE TO READ MORE ABOUT HOME CARE SERVICES.

blocking PAIN from the BRAIN

Researchers study use of gene therapy to treat chronic cancer pain

University of Michigan researchers have launched the first study to determine whether it's safe to use gene therapy to treat chronic cancer pain. The study—a prime example of translational research—marks a pivotal moment. Researchers now have an opportunity to learn whether what they've discovered in the laboratory applies in humans.

THE CONCEPT: TARGETING THE PAIN

Doctors have several ways to treat chronic pain, but many medications produce side effects strong enough to prevent people from using

these drugs at fully effective doses. U-M researchers are working on ways to use gene therapy to deliver pain relievers to precisely targeted sites within the body.

“Because the body uses the same receptors and neurotransmitters in many different places in the nervous system, medications we use often result in off-target

effects that limit the dose we can administer,” says David Fink, M.D., Robert Brear Professor and chair of neurology at the U-M Medical School. “Our goal was to develop a gene-transfer vehicle—a vector—that releases substances precisely in the pathways affected to block pain transmission from the spinal cord to the brain.”

Fink and his co-workers created a crippled form of the herpes simplex virus that they tested extensively in animal models. HSV is ideal for delivering genes to sensory nerves because of the natural biology of the parental virus. For the study, the HSV vector is modified to carry the gene for enkephalin, an opioid peptide naturally produced in the body. Opioid peptides act on the same receptors through which morphine and other drugs achieve pain relief.

STEPS TOWARD A HUMAN TRIAL

Gene therapy for pain was effective in earlier animal studies using rodents and has reduced pain-related behaviors in rodents with cancer pain.

With the support of National Institutes of Health funding, Fink has studied herpes simplex virus vectors for 20 years and gene therapy for pain for 10 years. The Phase 1 trial, funded by the Swedish biotechnology company Diamyd Medical, is the culmination of many years of research conducted by Fink and his wife, Marina Mata, M.D., also a U-M professor of neurology.

“This is a clear example of translational research,” Fink says. “We began making the virus in the laboratory, we spent many years testing it in animals and now we are bringing it to people who may benefit.”

Twelve patients with cancer pain are participating in the Phase 1 clinical trial, the first step in the FDA's drug approval process.

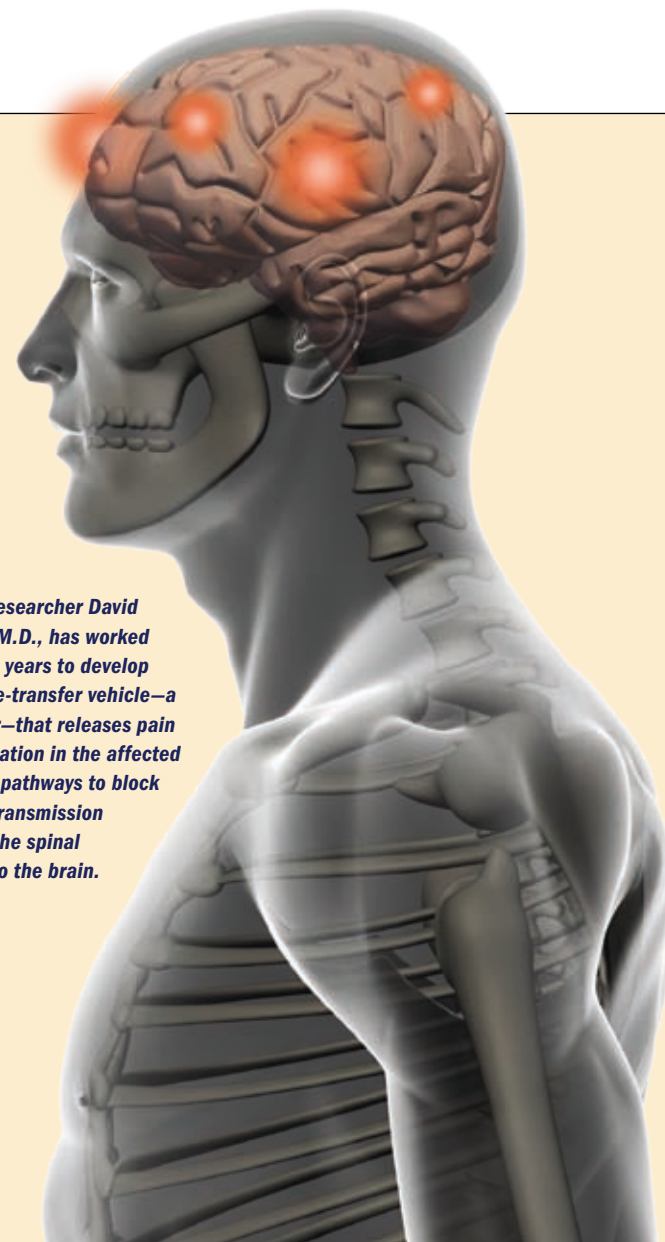
TREATMENT TOMORROW: CONQUERING PAIN WITH VECTORS

Bringing gene therapy to the marketplace will take time. The Phase 1 trial will be finished by next year, when Fink hopes to begin Phase 2 with a larger group of patients.

“I've relied tremendously on institutional resources to move from the lab to the human trial,” Fink says. “The Michigan Institute for Clinical and Health Research and Cancer Center Clinical Trials Office have provided invaluable advice and support. It's one thing to conduct experiments in a lab, and another thing entirely to enroll patients in a study.”

This March Fink will present a proposal to test a similar HSV vector carrying a different gene to treat pain from nerve damage in patients with diabetes. The presentation is at the public review meeting of the NIH Recombinant DNA Advisory Committee in Bethesda, Md. —JD

U-M researcher David Fink, M.D., has worked for 20 years to develop a gene-transfer vehicle—a vector—that releases pain medication in the affected nerve pathways to block pain transmission from the spinal cord to the brain.



helping hands

Fink credits his colleagues for collaboration on the Phase 1 trial: Susan Urba, M.D., medical oncologist; Frank Worden, M.D., medical oncologist; Srinivas Chirayuri, M.D., Acute Pain Service; Suzette Walker, N.P., study coordinator; Heidi L'Esperance, data manager; Kevin Weatherwax, project manager, MICHHR; Mary Orr, clinical subjects coordinator, CTO

David Fink, M.D., meets with colleagues Frank Worden, M.D., and Susan Urba, M.D.



rising stars

CAREER DEVELOPMENT

Cancer Center's Emerging Leaders Program helps staff aim high with career goals

In a unique career development program to prepare promising staff for future leadership positions, the Cancer Center's Emerging Leaders Program pairs mentorship with skill-building to grow leaders from within.

"The program was created because we recognized that among our nearly 350 Cancer Center employees, there are many with great promise to develop into leaders," says Marcy Waldinger,

FOR MORE INFORMATION, CONTACT MARCY WALDINGER AT WALD@UMICH.EDU.



Aisha Langford (left) and Jill Miller have one-on-one meetings as part of the Cancer Center's Emerging Leaders Program.

the Cancer Center's chief administrative officer. "This is an important goal for us as we consider succession planning," Waldinger directs the program in partnership with Cancer Center senior managers.

A key part of the program is mentorship. Each participant is assigned a mentor for monthly one-on-one meetings. In addition, all participants attend a monthly meeting to hear the leaders describe their own career paths and present topics such as understanding the academic culture, public speaking, project management and handling difficult conversations.

"It's inspirational to hear that someone like Marcy Waldinger was a clerk at one time," says program participant Jamie Lindsay, administrative assistant on CC Team 7. "Half the battle of career development is recognizing your own strengths and weaknesses. Programs like this help you learn more about who you are."

Cancer Center employees across all job families were invited to apply. Fourteen individuals were selected, including medical assistants, clinical coordinators, accountants, nurse practitioners and research assistants. The year-long program is expected to recruit a second cohort this fall. —CM

FOCUS ON: THE MEDICAL SCHOOL

the study of STUDIES

U-M Medical School prepares scientists for a career in medical research

Mary "MJ" Wilson is in a unique dual-degree program at UMMS where she will obtain her Ph.D. in microbiology and a master's degree in epidemiology.

Within the University of Michigan Medical School, researchers-in-training are very much a part of the picture. UMMS runs 13 doctoral programs in many research disciplines. The gateway program through which first-year students are admitted is the Program in Biomedical Sciences, which welcomes about 70 students a year.

The program trains scientists for life in academia and caters to many fields of study, such as pharmaceutical biotechnology, public policy,

microbiology, neuroscience, immunology, cell and molecular biology, and more.

"There are almost no limits as long as a student is willing to find an adviser who will mentor his or her training in one of the Ph.D. programs," says Victor DiRita, Ph.D., professor of Microbiology and Immunology and assistant dean of graduate and post-doctoral studies.

First-year students focus on coursework and carry out research rotations to sample labs and training programs. Second-year students commit to a field, and the focus on lab work begins.

John Moldovan, a former C-130 Air Force navigator, is a first-year PIBS student with an interest in microbiology, immunology and virology.

"Rather than working on basic experiments, I wanted to look at a problem, study the greater



John Moldovan, a Program in Biomedical Sciences student, has an interest in microbiology, immunology and virology.

ramifications and apply it to medicine or something bigger," he says. The Livonia native is considering a wide range of careers, from pharmaceuticals to teaching to government.

Mary "MJ" Wilson is in the second year of the doctoral program. The Texas native is doing a unique dual-degree program in microbiology and public health where she will obtain her Ph.D. in microbiology and a master's degree in epidemiology. She currently has a Department of Homeland Security fellowship and, here at U-M, is working in a lab on biodefense pathogens to understand how these cause disease and whether new methods can be developed to detect them or reduce their threat to humans.

"Now that I've passed my preliminary exams and completed the bulk of my course work, I spend most of my time in the lab," she says, adding that it's what she really likes. Wilson hopes to work for a government lab when she finishes her degree. —MB

VISIT WWW.MED.UMICH.EDU/PIBS TO LEARN MORE.



TAKING CARE OF OUR OWN

let's talk about **SEX**

*Look into your sexual health
for a happier, healthier you*

*By Sallie Foley, LMSW, director,
U-M Center for Sexual Health*

As you race through the day, juggling life at work and home, take a moment to appreciate your sexual health.

What? Yes, your sexual health.

Taking care of your sexual health is part of taking care of your overall health. Sometimes health problems first present as a sexual difficulty, and sexual difficulties can rob you of satisfaction in your life.

For instance, erectile problems, which can affect men of any age, can be an early warning sign of heart problems. No interest in having sex with your partner may mean you're depressed or feeling resentment toward your partner.


Sexual problems can be life-long or can occur quite unexpectedly. If you are experiencing difficulty, sex therapy can help you adapt to or resolve it. Sex therapists are mental health professionals with specialized training in sexuality education and psychotherapy for sexual problems.

Whether age 20, 45 or 70, your body and your sexual health deserve attention to ensure your overall health and wellness.

People often remark that they don't know where to find answers for these very personal questions. Sex therapists at the University of Michigan Department of Social Work's Center for Sexual Health, located at the East Ann Arbor Health and Geriatrics Center, can help evaluate and treat most sexual concerns, help people find those answers and regain sexual pleasure.

did you know?

- 43 percent of women and 31 percent of men, ages 18 to 59, report sexual dysfunction at some time in their lives.
- It is not aging but health problems that cause most sexual dysfunctions for older adults.
- Humans remain sexual well into their 90s and beyond.
- 65 percent of people age 55 and older have active sex lives.

 CALL 734-763-4963 TO MAKE AN APPOINTMENT OR VISIT WWW.MED.UMICH.EDU/SEXUALHEALTH.