



"Let's go!" Chief Nursing Officer Debra Albert, second from left, draws cheers as she signals the start of the patient move February 23 in the Command Center of the Center for Care and Discovery. From left, Diane Thews, Monique Mitchell and Amanda De Mano. *Photo by Megan E. Doherty*

OPERATIONS

Patient Move Goes Swiftly, Smoothly

The University of Chicago Medicine exceeded expectations during the February 23 patient move into the Center for Care and Discovery.

Karen Perlmutter, the first of 157 patients relocated, left her room in Mitchell at 7 a.m. precisely and arrived 10 minutes later on the 10th Floor of the Center for Care and Discovery. The last patient was settled in his room by 1:58 p.m., about two and a half hours ahead of schedule.

Everyone is excited and really proud," said Stephen Weber, MD, chief medical officer and vice president of Clinical Effectiveness. "With this hospital, we're investing in our patients, in science, in our community and in our staff."

Administrators in the Command Center on the 7th Floor of the new hospital monitored the progress of each patient via video and digital feeds during the seven-hour move. Safety observers in orange T-shirts lined the transfer routes to ensure incident-free passage.



Transport teams did the legwork, safely navigating miles of aisles during the patient move. *Photo by Megan E. Doherty*

Move leaders credit the tremendous success to 18 months of planning and an army of health care professionals driven by a passion for patient care. More than 2,000 faculty, staff members and volunteers collaborated in the effort.

"Every patient is safe and sound, and that's what matters," said Debra Albert, chief nursing officer, after the move wrapped up. "Thanks to great teamwork, meticulous planning and lots of practice by everyone involved, we surpassed our expectations."

Pritzker Continues to Rise in Rankings

The University of Chicago's Pritzker School of Medicine jumped two spots to No. 8 in the 2014 edition of U.S. News & World Report's annual "Best Graduate Schools" ranking guide.

Pritzker has been on a steady climb over the past decade, rising from 22nd in 2004 to 10th last year, as it continues to focus on faculty research and high academic standards of its entering students, among other measures.

In the latest rankings of the nation's graduate programs, available online beginning Tuesday, Pritzker tied with Columbia University, Duke University and the University of Michigan-Ann Arbor for 8th with an overall score of 79, up from 76 last year. No other Illinois medical school was in the top 15.

"Our faculty, students, and staff work really hard every day. We are understandably pleased when positive attention comes our way," said Holly Humphrey, MD, dean for medical education at Pritzker.

PATIENT EXPERIENCE

Red Blazers Mean Service

The Guest Service Ambassadors Are Ready To Help.

More than a dozen customer-service pros in signature red blazers are serving triple-duty as greeters, wayfinders and patient escorts at the Medical Center. The team started February 23, helping visitors transition to the Center for Care and Discovery.

Overseen by the Office of the Patient Experience, the Ambassadors are trained to:

- Escort patients to their destinations
- Guide family members to waiting areas or patient rooms
- Spot and assist lost guests
- Troubleshoot, looking for issues to resolve
- Ensure patient satisfaction

The goal: Providing high-touch service to reduce stress and build relationships, said Susan Ritter, executive director of the Office of Patient Experience.



The Ambassadors and their signature scarlet blazers made their debut February 23 at the Center for Care and Discovery. Photo by Megan E. Doherty

The men and women in red, who work in tandem with public safety officers, create positive first impressions, Ritter said. "If someone is starting their hospital experience and feels uncomfortable, we can get on top of service recovery quickly," she said.

The Ambassadors, recruited from a cross-section of service industries, are on duty seven days a week. They are based in the East and West lobbies of the

Center for Care and Discovery, the Sky Lobby, and the Comer and Mitchell lobbies.

For more information, contact:

Susan Ritter

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FACILITIES

Dining During DCAM Renovations

While renovation work temporarily limits the menu at the Duchossois Center for Advanced Medicine food court, several new dining options are available on the University of Chicago Medical Center campus.

The DCAM food court will be under renovation until June 3, when it will reopen with an expanded menu and new grill. In the meantime, three new dining options are open in the Center for Care and Discovery to help fill the void.

- The Hyde Park Marketplace offers prepackaged and to-go items as well as gluten-free and typical grocery selections. Hours are 8 a.m. to 8 p.m. daily.
- A Wolfgang Puck Express offers pizzas and the chain's other well-known menu items. Hours are 11 a.m. to 9 p.m.

Sunday through Thursday and 11 a.m. to 11 p.m. Friday and Saturday.

- The third option is a Starbucks Café, open 6:30 a.m. to 9 p.m. daily.
- In addition, the first-floor gift shop stocks sundries and snacks.

One major DCAM improvement will be a bigger, relocated exhibition cooking station. "People love the Showtime Station, but it's in a really small space, so we are moving it to the center, expanding it and stationing more cooks there," said Grace Balogun, director of Food Services.

In addition, the pizza corner will also see expansion, adding calzones and Stromboli to the selections. New options include the Asian-inspired Star Ginger, and more gluten-free food. "The University of Chicago Medicine is a top

celiac center, so we need appropriate food for these patients," Balogun said.

Construction was planned for November through early January, but permits were not approved in time, she said.

We have a lot of visitors, staff, and outpatients, and it is our goal that they should have a variety of healthy choices," Balogun said.

Until then, the food court will provide a limited menu of items such as pre-packaged salads and wraps, sandwiches, breakfast pastries and coffee and cold beverages.

For more information, contact:

Grace Balogun

grace.balogun@uchospitals.edu
773 702 0632

FINANCE

New Software to Streamline Budget Process

New budget software is in the works! Finance & Information Systems are working on the implementation of a budget and financial monitoring tool called Healthcare Insights. Many of you will receive an invitation in the coming weeks for training on this system for the Fiscal Year 2014 budget preparation for your department.

University of Chicago Medicine Fiscal Year Budget 2013 (\$ in 000s)

	FY13 December YTD Actual	FY13 December YTD Budget	YTD Variance
<i>Adjusted Admissions</i>	23,303	23,084	219
Operating Revenue	\$ 640,497	\$ 643,620	\$ (3,123)
Salaries and Benefits	291,658	291,209	449
Supplies, Services and Other	166,386	167,079	(693)
BSD Purchased Services	93,214	92,456	758
Depreciation and Interest	42,341	42,956	(615)
Total Operating Expenses	593,599	593,700	(101)
Net Income	\$ 46,898	\$ 49,920	\$ (3,022)

- Medical Center activity, measured by adjusted admissions, is 0.9 percent above budget year to date. December adult admissions were 1.5 percent above budget and Comer admissions were 12.1 percent above budget for the month. Physician-directed practice clinic visits were 1.1 percent below budget for December.
- While year-to-date adjusted admissions are 0.9 percent above budget, operating revenues are 0.5 percent below budget. Despite the strong admissions activity, commercial payer mix is 39.9 percent, compared to a budgeted 42.1 percent.
- Salary and benefit cost per adjusted admission are 0.8 percent over budget year to date.
- Operating expenses on a per-adjusted admission basis are 0.8 percent below budget and 1.2 percent below the prior year.

For more information, contact:

Justin Kats

Controller

4-2065, justin.kats@uchospitals.edu

Be Prepared for Tax Time

Federal Filing Deadline is April 15

Paper copies of W-2s were mailed to Medical Center employees in January. Remind employees they also can access their forms online by:

- Going to UCH Payroll Self-Service in Oracle
- Clicking on the Online W-2 link (below the Online Payslip link)

Tax form tips:

- Box 1 of your W-2 (entitled "Wages, tips, other compensation") will tie to the total of the "Hours and Earnings" section of your paycheck less the total of the "Pre-tax Deductions."
- Box 5 of your W-2 (entitled "Medicare wages") will tie to the total of your "Hours and Earnings" less the health, vision, dental, parking, and flex-spending deductions in "Pre-tax Deductions."
- The pension and savings deductions only reduce your Box 1 earnings (not Box 5 earnings).
- Box 3 of your W-2 (entitled "Social Security wages") will equal the lesser of your Box 5 earnings or \$110,100, which is the Social Security wage maximum.

For more information, contact:

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Director of Disbursements, Payroll
2-4170,

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KEEPING TABS ON
THE SEQUESTER

The sequester — automatic federal spending cuts which began on March 1 — mandates spending cuts of \$85 billion for the 2013 fiscal year. Although the magnitude of cuts is known, it is unclear how they will be apportioned across facilities and programs.

The University of Chicago Medicine already is feeling the impact: The National Science Foundation is spending 20 percent less than in 2012 and the National Institutes of Health has been withholding 10 percent of funds from many grant awards. The NIH impact could be around \$17 million annually.

Other key points:

- Best estimates suggest that funding reductions to the Medical Center and the national labs (funding from the NIH, NSF, and the DOE Office of Science) will be around 5 percent, although the cuts will be apportioned over a shorter period of time, about 6 months.
- The Biological Sciences Division's research budget is \$255 million. More than 80 percent is federally funded, primary through NIH.
- Sequestration reduction could have an impact of approximately \$17 million if extended through FY2013.
- The Budget Control Act of 2011 also calls for a 2 percent reduction in

Medicare payments, which will lead to more than \$6.5 million in funding reductions.

- The greatest impact of cuts due to sequestration will be on students and their families who take out federal loans.
- The sequester could impose as much as a 3 percent drag on the economy in 2013. This would have implications for endowment payout to support educational and scholarly activities.

For more information, contact:

Ben Gibson

Vice President of Governmental Affairs
Benjamin.gibson@uchospitals.edu

EMPLOYEE ENGAGEMENT

Medical Center Offers Total Health Challenge

The University of Chicago Medical Center is firming up its comprehensive wellness benefit.

A signature program called the “Total Health Challenge” kicks off March 25–May 19. This free, voluntary lifestyle competition:

- Facilitates healthy behavior and an active lifestyle
- Promotes achieving and maintaining a healthy weight
- Provides professional guidance and peer support to participants
- Offers earned points and cash/goal prizes for logged exercise, shed inches and pounds, and reduced body fat

Employees, challenged to lose 10 pounds and/or record 1,440 minutes of exercise each, can compete individually, with a buddy or on a team of six.

The eight-week program is open to both Medical Center and BSD faculty and staff. This joint initiative will serve as a pilot to evaluate the possibility of broader campus-wide wellness initiatives.

A special trophy will be presented to the top management participant.

All entrants must undergo pre-contest measurements to participate. Encourage employees to register for the challenge and measurements via the Employee Wellness Intranet page at home.uchospitals.edu/content=uch_033986

For more information, contact:

Mandy Mazza
Senior Wellness Coordinator
Ext. 2-0850



Encourage employees to sign up for the Total Health Challenge, a free lifestyle competition for Medical Center workers and BSD staff.

Everyday Engagement Fosters Teamwork During Change

Highly effective leaders and managers know how to turn challenges into opportunities by engaging their employees in activities, decisions and celebrations of success. Make a difference by doing the following:

Focus on Objectives: Keep your department objectives visible for all to see by posting the objectives on staff communication boards, next to your KPI charts, and in written communications. Remember to connect the purpose and value of the objectives to individual performance by acknowledging actions that support positive outcomes.

Communicate Updates: At the start of each day, write down the primary focus for the day, week or month and identify

related activities and behaviors. Next, create a couple of talking points with information to inform, inspire or help your employees, along with one or two provocative question. Finally, schedule a time to round on three or more of your employees and engage in a dialogue.

Put Change into Context: We have been embracing a lot of change with the opening of the Center for Care and Discovery. This change is stressful for the team members who have moved to the new building, as well as for those who will stay at their current location. Talk with your employees about how they feel about the changes. Address rumors so that your team knows what is happening rather than relying on hearsay.

Follow Up: If staff members ask questions that have complex answers, do the research and circle back to them. Caveat: Don't make promises you can't keep.

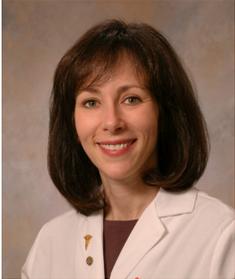
The Organizational Development department is an excellent resource for supporting your efforts to engage your employees and increase commitment by coaching individuals, facilitating team building, planning communication strategies and guiding performance related to our Standards of Behavior.

For more information, contact:

Patricia Nebrida
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PEOPLE

Physician Honored for Research On Post-Cancer Sexuality, Health



Stacy Tessler Lindau,
MD, MAPP

Stacy Tessler Lindau, MD, MAPP, has been named winner of the 2013 Vision & Impact Award by the Midwest Region of the American Committee for the Weizmann Institute of Science. She

will be honored at the May 22 Women in Science luncheon in Chicago.

Lindau is an associate professor in the Departments of Obstetrics/Gynecology and Medicine-Geriatrics at the Pritzker School of Medicine. She is spearheading

clinical research on women and girls coping with sexual problems following cancer treatment and leads large scale community-based interventions to improve health on Chicago's South Side.

"I am accepting this award because it honors the accomplishments and advancement of women in science," Lindau said.

"For science to meet the unsolved challenges of our patients and communities, we need all the greatest minds — female and male of all kinds. I believe deeply in diversity in science and am driven by the questions asked by my broad spectrum of students and patients at the University of Chicago Medicine."

Koenig to Oversee Strategic Projects



Katie Koenig

Katie Koenig joined us January 14 as Associate Vice President of Strategic Projects at the University of Chicago Medicine. She will assist our collective effort to stay on course in the competitive health care environment.

With more than a decade's experience in strategic planning, financial analysis, business development, and operational efficiency, Katie is familiar with the challenges facing academic medical centers in particular.

She comes to us most recently from the University of North Carolina Health Care, where she excelled as a strategist, tactician and facilitator. As the director of Strategic Planning there, she worked with senior leadership and faculty to determine service line priorities and funding.

Prior to joining UNC Health Care, Katie served as a project leader with the Boston Consulting Group in Atlanta, where she specialized in strategic planning, operational efficiency, change management and organizational design for clients in health care and other industries. She also worked at Vanguard Group managing a staff that focused on individual portfolios.

Among her responsibilities in her new post here: standardizing the strategic and business planning processes; supporting a steering committee to help guide strategic direction, supporting clinical growth planning for our service lines and supporting key projects for clinical programs.

Katie received her Bachelor of Arts in English from the University of Pennsylvania and earned her Master of Business Administration at Duke University. She is a trained singer-pianist and an avid runner-cyclist who has already signed up for three half-marathons here.

She and her husband, Douglas Dirschl, MD, chair of the Department of Orthopaedic Surgery and Rehabilitation Medicine, live in Old Town.

Crawford to Spearhead Strategic Communications



Brian Crawford

Brian Crawford has been named Executive Director of Strategic Communications for the University of Chicago Medicine and Biological Sciences. A 25-year veteran of

health care public affairs, his collaborative, focused and balanced leadership style will enhance our solid Media Relations, Social Media, and Internal Communications teams.

Brian's extensive background in external and internal communications will be instrumental in advancing our clinical, research and teaching missions. He will engage the marketing division, leadership, faculty, staff, and UChicago Communications to establish an ongoing culture of integrated communications.

Brian most recently served as vice president of public affairs at Presence Health and, prior to the formation of Presence from the Resurrection Health

Care-Provena merger, as senior director of system public relations for Resurrection. He led system-level strategic government relations, public relations and community relations initiatives in both roles.

During his tenure at the Blue Cross Blue Shield Association, Brian specialized in national media relations, working closely with chief medical officers, the national office of clinical affairs, and research scientists and physicians in the Blue Cross Blue Shield/Kaiser Permanente evidence-based practice center. He also served in public relations leaderships roles with Advocate Health Care affiliates and in public affairs for the Metropolitan Chicago Healthcare Council.

Brian earned his bachelor's and master's degrees at Southern Illinois University in Carbondale and received his Nonprofit Management Executive Certificate from Georgetown University's Center for Public and Nonprofit Leadership in 2012. He and his wife, Vicky, live in Oak Park and have two children, Sheridan, 16, and Delaney, 13.

SUPPLY CHAIN

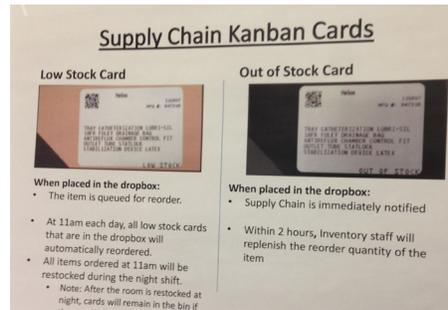
Supply Rooms in Shape at Center for Care and Discovery

All 59 supply rooms at the Center for Care and Discovery are lean thanks to a high-tech version of *kanban*, a method for stocking supplies based on demand.

Using *kanban*, items are placed into labeled plastic bins that are organized by product categories defined by nursing staff who use them daily. Each bin is divided into two sections that each holds supplies for two days.

When one side runs out, the worker removes a colored *kanban* card from the bin that is printed with reorder information. If both sides are empty, they pull a black card to indicate a “stockout.” The worker drops the card into a box to indicate that it needs to be refilled.

The Center for Care and Discovery system is even more efficient. Each



Stockroom signage details the *kanban* system.

Photo by Matt Wood

kanban card is embedded with a radio-frequency identification (RFID) tag. When someone drops the card into the box, a scanner reads it and places the order automatically. This eliminates the need for physically checking order status in each room and entering data into the computer, saving time and potential errors.

Each stock room also has a board wall-mounted with the RFID scanner, boxes for the cards and a tablet

computer that displays statistics and messages from Supply Chain. The system is plugged into supply chain software called Helios, which monitors inventory levels hospital-wide and allows Supply Chain to adjust amounts according to demand. Orders for supplies that are running low are refilled within 24 hours; items out of stock are replaced within two hours.

The RFID-enabled *kanban* system is already in use for low-cost items in the Emergency Department at Mitchell Hospital. It will be rolled out to the remaining 106 rooms in Mitchell, Comer Children’s Hospital and the Duchossois Center for Advanced Medicine.

Jon Stegner, vice president of Supply Chain, said that in the initial analysis in Mitchell Hospital, his team identified more than \$600,000 worth of expired supplies. Multiply that over several years, the incentive for applying data-driven analysis is clear.

UHI

UHI SPONSORS 2013 BLACK WOMEN’S EXPO

The University of Chicago Medicine’s Urban Health Initiative is a major sponsor of the Health and Wellness Pavilion at the 20th annual Black Women’s Expo in Chicago.

The touring conference focuses on black women’s health and addresses self-sufficiency, empowerment and equality. An estimated 45,000 visitors will attend the family-friendly event April 5–7 at McCormick Place.

The Expo “allows us to share health and nutrition information, offer screenings and provide fun to attendees in our area,” said Susan Peters, manager of Community Relations for the UHI.

Offerings include training sessions with certified trainer-fitness author Muhammad Siddiqui and screenings for arterial disease courtesy of the Vascular Surgery Department. The South Side Health Care



The Black Women’s Expo draws 45,000 visitors to McCormick Place.

Collaborative, a primary partner of the Medical Center, will provide information on how Medicare patients can participate in the Comprehensive Care Program, a research study designed by David Meltzer, MD, PhD, associate professor of Medicine.

The UHI is seeking 10 adult volunteers to help at the Expo. Email Peters at susan.peters@uchospitals.edu for details.

General admission is \$12, children ages 6 to 11, \$6. For more information, visit theblackwomensexpo.com.

Hyde Park School Pays Tribute to Physician, Wife

Professor of Radiology Abraham Dachman, MD, and his wife, Yisraela, were honored March 3 for their outstanding contributions to Akiba-Schechter Jewish Day School in Hyde Park, a private, nonprofit school with an interfaith preschool that draws children from across the South Side. The couple “are true pillars of their community, people who cross many communities,” spokeswoman-teacher Mindy Schiller said. Longtime board member Dachman, director of Fellowship Programs in the Department of Radiology at the University of Chicago Medicine, is an active fundraiser and spearheaded a steering committee for the 327-student school while Yisraela often shoulders accounting duties. The March 3 benefit dinner-silent auction was held at the Palmer House Hilton.

LABOR RELATIONS

The Employee/Labor Relations Department has updated its “Areas of Responsibility” list. Please direct your inquiries to the designated staff member.

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Legal
Managed Care
CCD Operational Planning
Operational Excellence
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Women’s Care/ Perinatal Network
Critical Care Tower
Cardiology
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Supplemental Staffing
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Adult Critical Care
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Anesthesia
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Cancer Registry
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Spiritual Care
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Urban Health Initiative
Office of Community Affairs
Business Diversity
Volunteer Services
Southside Healthcare Collaborative
Transplant Center
EMS
Care Coordination
Radiology Engineering
Office of Internal Audit
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House Staff/ Residents
Central Sterile Processing
Respiratory
Surgery Department
Student Care Center
Pharmacy
Specialty PEDS
Risk Management
Patient Safety
Compliance
MSO
Office of Patient Experience
Environmental Safety and Compliance
ECMO
Child Life
Pulmonary Function Lab
Construction Compliance
Pediatric Sedation
Vascular Lab

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Heart Station
Electrophysiology
ECHO
Executive Health
Orthopaedic Surgery and Rehab Medicine
Ophthalmology
Pain Clinic
Perioperative Medicine Clinic
UCM Outpatient Senior Health Care
Primary Care Practice
Perinatal Center
Psychiatry
Behavioral Neurosciences
Gastroenterology
International Program
Ambulatory Services
Ambulatory Patient Access Services
Sleep Disorders Center
Neurophysiology

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Camishia Torry

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In Memoriam



Don Rowley, MD

Pioneering immunologist Donald Rowley, MD, died at his home February 24 after a long battle with congestive heart failure. He was 90.

Rowley, professor emeritus in the Department of Pathology and the Committee on Immunology at the University of Chicago Medicine, made a series of discoveries with significant impact on the understanding of the immune system as well as cancer immunology, organ transplantation, and cardiovascular disease. He invented the gel electrode, a sensor that monitors cardiac activity.

This simple device, no bigger than a deck of cards, accurately could record the electrical activity of the heart for more than 24 hours. It heralded the birth of ambulatory cardiology. Rowley and colleagues described their counter in a report to Science in 1959. They performed additional studies on 100 volunteers, showing enormous variation in daily heart rates.

He is survived by his wife, Janet Rowley, MD, a pioneering cancer geneticist at the Medical Center, and three sons. A memorial service is planned for the spring.

Navigating the Center for Care and Discovery

Please remind staff and faculty to use the staff entrances and elevators to the Center for Care and Discovery.

The staff entrances are immediately to the right of the East Lobby and to the left of the West Lobby as you approach from the south on Maryland Avenue. Traffic is lighter on the East staff elevators. Stairways allow access to different floors:

- If you're on the Lower Level and Floors 1, 2, 5 and 6, use Stairway C and Stairway H to access every floor now in use at the new hospital.

- If you're on Floors 7, 8, 9 and 10, you can take Stairways C, H, E and G.

- Both E and G allow access to floors 7 through 10.

Signs on stairwell doors identify those with floor access. These stairways also have a pebbled, vinyl floor covering to distinguish them from the concrete floors of the limited-access stairways.

As a reminder, the Sky Lobby is designed for our patients and guests. Please do not eat or congregate in this space.

Medical Center Team Wins "Best Practices" Award

The American Society of Health-System Pharmacists awarded the University of Chicago Medicine the Best Practices Award in Health-System Pharmacy in December. Members of the award-winning "Best Practices" team include, from left, Dave Hicks, Natasha Pettit, Benjamin Brielmaier, Palak Bhagat, Emily Landon-Mawdsley, Allison Bartlett and Jennifer Pisano, shown with their winning poster at the conference in Las Vegas.



ANNOUNCEMENTS

Witt Honored for Outstanding Radiation Therapy Work



Mary Ellyn Witt, RN, MS, AOCN

Mary Ellyn Witt, RN, MS, AOCN, is the 2013 recipient of the Oncology Nursing Society's Excellence in Radiation Therapy Nursing Award. She will receive the award at the 38th annual ONS Congress conference April 25 in Washington, D.C.

The clinical research nurse specializes in head and neck cancer patients, with a focus on oral health and dental care for patients undergoing radiation.

"Mary Ellyn's work speaks for the quality and uniqueness of our head and neck program," said Anil Lal, executive administrator of the Department of Radiation and Cellular Oncology. "The department is honored to have nursing that not only provides good quality care but also develop innovative practices, and contributes to research."

Witt, a member of ONS since 1981, has co-authored 36 research articles in peer-reviewed medical journals and is a frequent contributor to books and newsletters, as well.

MANAGEMENT CHECKLIST

Operations

- Ask for feedback on the patient move.

Facilities

- Remind staff to use staff entrances and elevators at the Center for Care and Discovery.

Finance

- Review the latest budget report and projected sequester figures.

Education

- Congratulate our fourth-year medical students who participated in Match Day 2013. All 82 matched and more than a dozen will be joining us at the University of Chicago Medicine.

People

- Welcome our new colleagues. New faces include Katie Koenig, Associate Vice President of Strategic Projects, and Brian Crawford, Executive Director of Strategic Communications.

Look for New Service Area Dashboards

The Office of Patient Experience is delivering Communication Dashboards this month to the senior leadership team for our nine service areas.

Each dashboard highlights the current status of patients' "Likelihood of Recommending" the University of Chicago Medicine to others, as well as goals set by our organization. The dashboard also includes a section of which key indicators on the Press Ganey Survey most influence patient recommendations.

The Office of Patient Experience staff is here to guide you in:

- Understanding the data
- Providing an in-depth analysis
- Researching best practices
- Piloting innovative solutions and programs
- Offering comprehensive project management support

For more information, contact:

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