Service Excellence in Healthcare

... The Michigan Difference
“. . . they first got the right people on the bus, the wrong people off the bus, and the right people in the right seats – and then they figured out where to drive it.”

Jim Collins

*Good to Great: Why Some Companies Make the Leap . . . and Others Don’t.*
Clue Categories: Functional

Customer Perception: Rational

Service Excellence in Healthcare

Clues Frame the Customer Experience

2012 Annual Meeting of USCAP
(4,400+ pathologists)

- 34 abstracts (7 platforms; 27 posters)
- 24 faculty, 10 residents, 8 fellows, 2 staff
- 5 Companion Societies
- 3 Evening Specialty Conferences
- 1 Special Course
- 1 Short Course
“Several members of your Dept. were star Pathologists at the USCAP course in Vancouver . . . I am planning to attend the August Homestead course.”

S.H. April 10, 2012 3:43 PM
Several members of your Dept. were [rock] star Pathologists at the USCAP course in Vancouver . . . I am planning to attend the August Homestead course.”

S.H. April 10, 2012 3:43 PM
Anatomic, Molecular, Hematopathology Research Day
February 18, 2012
BSRB

Keynote Speaker: Christopher Corless, MD, PhD
Professor of Pathology
Oregon Health and Science University

Target Audience: UM Pathology faculty and trainees

Expected results: Attendees will learn new tools and techniques to apply to their own areas of investigative interest, and identify opportunities for collaborative research.

Program: Abstract presentations to include work recently presented at national and international meetings, as well as projects supported by the AP Projects Funding Committee. All works in progress are invited for brief presentation and peer input.

Platform Presentations: 9:00-10:00am & 11:15-12:15pm
Poster Sessions: 10:00-11:15am

Keynote Speaker: 1:15-2:15pm

For further information, please contact:
Beth Minors
936-1888
edodge@umich.edu

The University of Michigan Medical School is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.
The University of Michigan Medical School designates this live activity for 4.25 hours AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.
<table>
<thead>
<tr>
<th>Pathology housestaff authors &amp;/or co-authors</th>
<th>27 (82%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post-doc/grad student authors</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL abstracts with trainee authors</strong></td>
<td><strong>29 (88%)</strong></td>
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</tbody>
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1st Place

Tomlins et al. *Urine TMPRSS2:ERG+PCA3 for prostate cancer prediction in men with elevated serum PSA.*

2nd Place

Brown et al. *Mass spectrometry-based glycoproteomic profiling identifies SIRP alpha as a potential protein biomarker in primary mediastinal large B-cell lymphoma.*

Tomlins et al. *The Mutational Landscape of Lethal Castrate Resistant Prostate Cancer.*
Kiel et al. *Next-generation DNA sequencing of T-cell receptor V-J segments for assessment of clonality of T-cell lymphoproliferative processes.*
Honorable Mentions


Harms et al. *Gene expression patterns associated with Merkel cell polyomavirus in Merkel cell carcinoma.*

Yu & Lieberman. *Ryanodine receptor antagonists adapt NPC1 proteostasis to ameliorate lipid storage in Niemann-Pick C disease fibroblasts.*
“customers see more and process more information than managers and service providers often realize. Customers are like ‘detectives’ in the way they process and organize experience clues into a set of impressions . . .”

“I am in the process of picking a partner to provide anatomic path consultative service for our facilities. We have a 12 Hospital system here in south Florida (East Florida Division of HCA). We have a fair depth of expertise within our hospital pathologists, but regularly require expert consultation. I have sent your group many cases and the service is wonderful.”

T.T., March 2, 2012, 12:01 PM
“MLabs has been approved by the leadership at IRLPS to serve as our primary anatomic pathology consultation service … I already sent several cases last week, and the pathologists and service are wonderful.”

T.T., April 9, 2012, 7:58 AM
Service Excellence in Healthcare†

Clues Frame the Customer Experience

Clue Categories
- Functional
- Mechanic
- Humanic

Customer Perception
- Rational
- Emotional

“I will . . .

Clues Frame the Customer Experience

Clue Categories

- Functional
- Mechanic
- Humanic

be open minded to new approaches related to process improvement.”

strive for first time quality.”
Clues Frame the Customer Experience

Clue Categories

- Functional
- Mechanic
- Humanic

Platinum Rule

“I pledge to . . .

take pride and care in my work, my personal appearance and the appearance of my work unit.”
Clues Frame the Customer Experience

**Clue Categories**

- **Humanic**
  - say, ‘thank you’ when appropriate and ‘my pleasure’, ‘I am happy to’, or ‘it is my privilege’ when responding to a thank you.”
  - work to find the answer to a question even if I don’t know the answer. In the meantime, I will let the questioner know when I will provide a response.”
  - be considerate of my customers’ & colleagues’ time.”
  - respect & uphold privacy & dignity.”
  - anticipate/meet the needs of patients, visitors and colleagues & make every effort to exceed them.”
  - empower myself to solve problems and provide service recovery when necessary.”
  - return business e-mails & telephone calls promptly.”
  - identify myself on the phone, voice mail & e-mail.”
“The old adage ‘People are your most important asset’ turns out to be wrong. People are not your most important asset. The right people are.”

Jim Collins

*Good to Great: Why Some Companies Make the Leap . . . and Others Don’t.*
Welcome

The Department of Pathology’s Employee Recognition program recognizes workplace contribution of faculty and staff, including their involvement in community service, daily pursuit of excellence and accomplishment of individual career goals.

Learn more about our program - including the different ways one may be recognized and the special events held throughout the year - by visiting the links on this page.

Supervisors, Faculty, Staff:

- Acknowledge daily activities
- Community Service activities
- Submit accomplishments
- Reward a job well done
Above and Beyond

"I will . . . anticipate/meet the needs of patients, visitors and colleagues & make every effort to exceed them."

empower myself to solve problems and provide service recovery when necessary."

Personally picked up slides at East Ann Arbor to ensure they were available for Breast tumor Board . . . and got a speeding ticket in the process.

Christine Betts
be open minded to new approaches related to process improvement.”

empower myself to solve problems.”

strive for first time quality.”

Development of a web based tool for ordering and tracking orders for immunohistochemical and special stains and recuts providing real time information.

Innovative Ideas

“I will . . .

John Perrin
John’s assistance in teaching Excel and developing a spreadsheet to aggregate data for Pediatric Pathology in a way that was both interesting and fun helped to improve process for the service’s administrative assistant.
“/will . . . anticipate/meet the needs of patients, visitors and colleagues & make every effort to exceed them.”

“empower myself to solve problems.”

“I pledge to . . . Provide outstanding service, showing patience, respect & courtesy toward all.”

In response to a clinician requesting a rush complex excision late on a Friday afternoon, Lisa and Danielle proceeded to embed and cut the excision, and stain the slides for review by our pathologist. Dr. Fullen reviewed the slides on Friday evening and relayed the findings to the clinician allowing the patient’s reconstructive surgery to be completed as scheduled.
Anticipating the needs of others and making every effort to exceed them should be our goal! Khizar noted during normal mail run that demand in the consult and accessioning area exceeded the capacity for returns. Once his mail run was completed, Khizar volunteered several hours of his time to assist with returns.

empower myself to solve problems and provide service recovery when necessary.”
In trying to obtain a copy of his father's death certificate, a customer indicated that Jeanette was kind, helpful, with a great sense of humor. Her directions were perfect and helped him accomplish his request.

Jeanette Gohl
While scheduled on the day shift, Rebecca recently volunteered to cover an evening shift until an open position could be filled. While this action assisted with operations in the unit, Rebecca did not volunteer this time only. As noted on her nomination, “She is always willing to fill in where needed ON ANY SHIFT. Some days, she covers several different areas, depending on workload and is one of the ‘greatest multi-taskers’ known.”
Their efforts allowed for uninterrupted service to MLabs clients during move of unit to Traverwood.

“I pledge to . . .

• provide outstanding service, showing patience, respect & courtesy toward all.
• value every person & be positive, respectful, & helpful in all situations.
• take pride and care in my work, my personal appearance and the appearance of my work unit.”
Using the LEAN process, Leesa created a new QC process for Surgical Pathology Requisitions. This process resulted in a decrease of time and effort.
Paraffin Block Molecular Testing
Reducing waste and TAT in a single bound.

DO: what changes were implemented

The detailed processing forms, which were sometimes incomplete, were eliminated. During the pilot phase, a histologist from the Anatomic Pathology lab trained several molecular technologists on proper sectioning and staining of slides for the purpose of molecular testing. The histologist was also available for follow-up post-pilot for difficult slides. A pathologist that is available on-site now denotes the tumor on the slide as opposed to a pathologist located at the main hospital laboratory.

CHECK: outcomes achieved

We saw an immediate decrease in TAT during the pilot of 2 days. Fewer outliers with increased TAT have been observed due to back and forth transport resultant from confusion of where the specimen was with respect to the processing. Specimens are now handled by two less laboratory sections, thus leading to fewer handoffs and opportunities for loss. The pathway of the specimen is clearer for all individuals that are involved in the handling of the specimen.

METRICS & MEASUREMENTS

![Graph showing MDX-Histo Paraffin Block Processing TAT]

TEAM/CONTACT INFORMATION

Jennifer Bergendahl, Dr. Brian Betz, Dr. Kojo Elenitoba-Johnson, Dr. David Lucas, Kristina Martin, Deb Moss, Dr. Raja Rabah, Christine Rigney, Jennifer Sanks, Lisa Taubbe, Maegan Weighman
Amanda Betzing
Completion of her HTL (ASCP)
Service excellence distinguishes GREAT from good.
Service excellence distinguishes GREAT from good.

... and service excellence only happens when you have the right people on the bus.
Every day the University of Michigan Health System is home to countless examples of the dedication and commitment of our faculty, staff and students to our patients and their families.

It’s the collaboration among every element of our Health System and our colleagues across campus that creates an extraordinary health care delivery system.

THE MICHIGAN DIFFERENCE®
THANK YOU