UTMB leadership gathered in League City on Dec. 16 to deliver holiday meals to UTMB locations across the mainland. See more holiday photos from around UTMB on page 8.

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Miss an issue? www.utmb.edu/fridayfocus Submit a story: friday.focus@utmb.edu Friday Focus Team: Mary Feldhusen and Erin Swearingen
Marilyn Sebesta is the author of the children’s book series, “Scout, The Loveable Lab”. Her stories are based on the adventures of Marilyn’s chocolate Labrador Retriever, Scout. Marilyn says when she first chose her dog, she had no idea of the adventures that lay ahead for her!

In Marilyn’s books, Scout enjoys swimming in the creek, going to the family farm and getting an occasional ice cream cone. What Scout loves best, though, is being with the children in her literary family, Susanna and Charley.

Since 2014, Marilyn has donated her books and book sets to UTMB Volunteer Services and the Department of Pediatrics each year. This year, Marilyn visited the Pediatric Unit in John Sealy Hospital with the book’s star, Scout the Dog. She autographed books and hand delivered book sets and plush Scout stuffed animals to patients on the unit.

Marilyn lives in Wharton, Texas where she is involved in many church and civic activities, including S.P.O.T. (Stray Pet Outreach Team) and the American Cancer Society.

This year, Marilyn’s generous gifts to UTMB totaled more than $5,000. Thank you, Marilyn, for your generosity!
A clinic appointment is frequently a patient's first experience with UTMB Health, which essentially makes our outpatient clinics one of the “front doors” to the Health System. Ensuring patients can easily schedule their appointments is therefore a high priority for the Ambulatory Operations and Information Services team.

Clinic appointments are managed in Epic, UTMB’s health record system, through a module known as Cadence. This scheduling application was implemented several years ago as part of the utmbConnect project, which integrated billing, scheduling and registration systems with our EpicCare patient medical record application. Since then, maintaining this robust scheduling system and optimizing many of its features to ensure its accuracy, efficiency and ease of use has been a major focus.

The scheduling system contains scheduling templates for each provider in our clinics. To build a template, the clinic staff must “activate” the provider in the system. An information system analyst then writes a program in Cadence, thus “building” the template, that factors in the provider’s availability. It also includes information fields for the visit type (i.e., the reason for the visit), the location (for example, some providers see patients at more than one clinic), and options for the duration of time needed for the visit. Other template building blocks can be included in the system and utilized by the template builder, such as Blocks, Sessions, and Pools. These pieces allow the scheduler to further define the scheduling and direct the patient to the correct provider for the appropriate amount of time.

Recently, Epic conducted an “Executive Continuous Improvement Evaluation”, which consisted of an audit, the final two days of which took place on-site at UTMB. They observed frontline scheduling staff in action, listened to workflow explanations, and listened to staff’s questions and concerns. They then shared their preliminary findings with UTMB’s Cadence team. Afterward, a final report was presented to UTMB leadership. Epic determined that UTMB is performing as well as expected, given the amount of time we have been using the system, but they also identified some opportunities for improvement.

Sr. Practice Manager Kristi Morgan-Turner and Director Mike Johnson discuss Otolaryngology templates and access improvement plans.

For your information...
Improving patient access
Information Services and Ambulatory Operations collaborate to enhance scheduling system

Submitted by Information Services
Template cleanup was one of the key areas for improvement noted in the Epic audit. Because Cadence offers so many scheduling nuances, it is possible to create a system that is so complex it can potentially create barriers to identifying appointment slots. At UTMB, hundreds of visit types had been built, and multiple blocks had been added to the system but were being used incorrectly. As a result, patient access to appointments was being impeded.

Meanwhile, Ambulatory Operations simultaneously launched an important access improvement effort, aimed at streamlining and standardizing the scheduling process. Ambulatory leadership, department chairs, and medical directors in every outpatient area joined forces with clinic managers to review scheduling processes and create a more standardized, efficient scheduling system while identifying additional methods to improve patient access.

The UTMB Cadence team and clinic staff are now hard at work cleaning up scheduling templates, creating standardized templates, and removing restrictions and barriers that may prevent appointment slots from showing. Since October, they have already logged hundreds of hours working on this project. The teams say they could not have been so successful so far without the support of the Information Services Data Sr.

Begining Jan. 18, join UTMB Health System executive leadership for a series of Best Care Lunch & Learns that will provide an in-depth look at our major areas of focus for improvement, as well as the areas in which we are outperforming many of our academic medical center peers.

The following Best Care Lunch & Learns will be held in Levin Hall Dining Room at noon on the dates provided below:

- **Wednesday, Jan. 18:** “General Status Update; Maintaining Equity of Care & Patient Centeredness” with Donna Sollenberger, executive vice president and chief executive officer, UTMB Health System
- **Wednesday, Jan. 25:** “Clinical Documentation Improvement and Reducing UTMB’s Mortality Rate” with Dr. Gulshan Sharma, vice president, chief medical and clinical innovation officer
- **Tuesday, Jan. 31:** “Reducing Preventable Readmissions and Improving Patient Safety” with Dr. Mark Kirschbaum, vice president and chief quality, safety and clinical information officer
- **Wednesday, Feb. 8:** “Reducing Length of Stay and the Patient Resource Optimization Program” with Deb McGrew, vice president and chief operating officer, UTMB Health System

A light lunch will be provided at each event. The sessions will be streamed live online and recorded for future reference.

Visit [http://intranet.utmb.edu/best-care](http://intranet.utmb.edu/best-care) for details.
MakerHealth™ Space transforms into Santa’s Workshop

Andrew Maxwell-Parish

may not work in Santa’s workshop, but the former toy designer and coordinator of the UTMB MakerHealth Space is still bringing smiles to children’s faces this holiday season.

When Andrew heard about the Department of Pediatrics annual toy and book drive, he had an idea. Why not use the tools in the MakerHealth Space to create toys?

He began hosting 3D printing workshops to show employees how they could design and print simple toys for patients. He recently posted an animated video online of some of his creations. Check it out, https://www.youtube.com/watch?v=BtVaOwDe-qw.

All employees are welcome to visit the space Monday through Friday from 9 a.m. to 5 p.m. in John Sealy Annex Room 5.212. If you would like some one-on-one time with Andrew to discuss your ideas, please feel free to email him to schedule an appointment. For a general orientation, stop by during Workshop Wednesdays, held every Wednesday from 2 – 4 p.m.
Dr. Gulshan Sharma appointed vice president, chief medical officer and clinical innovation officer

Dr. Gulshan Sharma has been appointed to the position of vice president, chief medical and clinical innovation officer in the UTMB Health System (VP/CMCIO), effective December 1, 2016. Dr. Sharma is the Sealy & Smith Distinguished Chair in Internal Medicine, Professor and Director, Division of Pulmonary Critical Care and Sleep Medicine.

Dr. Sharma will devote 75 percent of his time to the VP/CMCIO position; he will retain his position as Director of Pulmonary and Critical Care & Sleep Medicine, as well as his clinical and research responsibilities. His leadership will be crucial as we continue our journey to Best Care.

Dr. Sharma will work closely with Health System executive leadership and play an integral role in working with the clinical department chairs on medical staff issues. In his continued roles as an academic leader and provider of patient care, Dr. Sharma will continue to report to Dr. Randall Urban, Chairman of the Department of Internal Medicine.

Dr. Sharma received his medical training at Dayanand Medical College in India, completed an externship at UTMB, completed his residency in Internal Medicine at Henry Ford Hospital, and completed a fellowship in Pulmonary and Critical Care in the Department of Internal Medicine at Yale University School of Medicine. He joined the faculty of UTMB in 2004.

Dr. Janek Patel named interim medical director of Healthcare Epidemiology

Dr. Janak Patel, professor and director of Pediatric Infectious Diseases, has agreed to serve in the role of interim medical director of Healthcare Epidemiology, effective January 1, 2017.

Dr. Patel joined the medical staff at UTMB Health in 1989. In addition to his position as director of the Division of Pediatric Infectious Diseases, Dr. Patel also serves as a consultant to the Shriner’s Hospital for Children; director of UTMB’s Maternal-Child HIV program; and vice chair of the Institutional Review Board. He is an active researcher and clinician. Dr. Patel will continue to see patients while he serves in this interim role.

Dr. Patel received his medical training from the University of Ibadan in Ibadan, Nigeria; completed his pediatric residency at the University of Medicine and Dentistry of New Jersey-Robert Wood Johnson Medical School in New Jersey; and completed his fellowship in Pediatric Infectious Diseases at Children’s Hospital of Buffalo in Buffalo, New York.

Dr. Patrick Roughneen named associate chief medical officer

Dr. Patrick Roughneen accepted the position of Associate Chief Medical Officer, reporting to Dr. Gulshan Sharma, Vice President, Chief Medical and Clinical Innovation Officer, effective January 1, 2017.

In his new role, Dr. Roughneen will be responsible for the interface with the Academic Enterprise for Graduate Medical Education, working closely with Dr. Tom Blackwell; serve as the Health System point of contact leading the work of the physician advisors as they coordinate their efforts with Care Management in patient care and discharge planning; work with Katrina Lambrecht, vice president and administrator, and Dr. James McGuire, assistant chief medical officer at the Angleton Danbury Campus; and work directly with the Medical Staff and its committees for physician matters. Dr. Roughneen will also work closely with Deb McGrew, chief operating officer for the Health System, to continue the Patient Resource Optimization Program (PROP) to achieve standardization of work in the patient care setting.

Dr. Roughneen will maintain his clinical practice as an adult cardiac surgeon in the Division of Cardiothoracic Surgery where he is an associate professor. Prior to joining UTMB, he was in private practice in the Dallas area and chairman of an accountable care organization (ACO) of 850 physicians.

David C. Gruener, CPA joins UTMB Health as vice president of Finance, Health System

David C. Gruener, CPA joined UTMB Health as vice president of Finance, Health System, effective Dec. 5. In this role, David will be responsible for providing overall financial leadership to the Health System.

David comes to UTMB from Catholic Health Initiatives’ (CHI) St. Luke’s Health in Houston, where he served as chief financial officer. He has more than 20 years of extensive financial experience in operational finance, accounting, auditing, strategic planning and business development. David holds a bachelor’s degree in accounting from the University of Texas at Austin and is a Certified Public Accountant.
Above: Each month, Food and Nutrition Services distributes surveys to patients in order to determine how well they are performing. The survey includes three food service questions: rate the quality of food, the temperature of food, and the courtesy of the server. To help gather the data, Food and Nutrition Services requested the assistance of nurses to help distribute and collect the surveys. Recently, Food and Nutrition Services recently recognized Nursing Units 7C and 8C with a trophy for their help in exceeding the Press Ganey benchmark goal for satisfaction and number of surveys collected. Thank you all for your working together to deliver excellent care and service!

Dr. Hemamalini Pilla did an excellent job with my C-section! I also wanted to mention two nurses who were excellent: Sarah Menotti handled my care the first two days during the a.m. shift and Dana Robertson took care of my son in the nursery. (Ob-Gyn Women’s Healthcare Group).

My nurses George Beasley, Nataliya Postorino, Harelyn Swango, and Christine Morgan took the best care of me. They never waited on the buzzer and actually brought a smile to my face after two knee replacements. I was in real pain and they always managed to make me feel so much better! Christine Harolyn remembered me from my first surgery in March and just made my easier to take. I sure wish there were more nurses like these four. They are wonderful and have even called in to see how I’m doing.

It is so nice to see someone go the extra mile. Thank you! (UTMB Angleton Danbury Campus ICU)

Dr. Nancy Hughes not only is an excellent physician, she is loving, understanding, and I consider her a dear friend! (Internal Medicine)

Dr. Vincent Petros is among the finest primary care physicians and overall internal medicine I’ve ever seen, in Galveston and in Houston! He and his staff are excellent! (Internal Medicine)

I have only good things to say about Mary Ann Best! She goes above and beyond in every way. When there is a need, she calls—she doesn’t have someone to call for her—this makes our communication clear! You can’t get better! She truly cares. (Pediatrics)

I wanted to share a proud Best Care moment. One of our physical therapists received a consult for gait training after an individual suffered an injury to her foot that involved a laceration and suspected bone contusion per the original physician. The therapist evaluated her and noted substantial dorsiflexion weakness and referred her back to the physician. Thanks to physicians paying attention and caring for the patient, the patient is now scheduled to undergo surgery to repair a ruptured anterior tibialis tendon. This is a great example of Best Care in action.

Joint Commission Extension Survey

The Joint Commission visited UTMB on Dec. 16 to conduct an anticipated one-day extension survey at Jennie Sealy League City Hospitals. During the evaluation, the surveyors had no findings at Jennie Sealy Hospital and three findings at the League City Campus, one of which was in regard to clinical care and the other two in regard to environment of care. Thank you to all the staff and faculty who contributed to our readiness for this survey and who worked so hard to ensure we maintained continuous survey readiness!

For the latest news on Best Care, visit http://intranet.utmb.edu/best-care
‘Tis the Season!

Holiday photos from around UTMB

Top row, left to right: Staff of the Jennie Sealy medical/surgical units collected and donated gifts and supplies for twelve families; Hospital and Clinical Staffing Solutions’ gingerbread house contest entry. Second row: Employees enjoy the Annual Holiday Campus Celebration; Health System Leadership serve goodies. Third row: Correctional Managed Care leadership serve punch; Violinist entertains visitors in Jennie Sealy Lobby with holiday music. Bottom: Health System Leadership load up holidays meals for ambulatory island locations. Continued on next page...
Top row, left to right: Medicine/Nephrology’s Jennie Sealy Gingerbread Hospital; Ball High School Choir sings holiday carols in Jennie Sealy Hospital Lobby. Second row: TDCJ ICU’s gingerbread contest entry, Snoopy’s Doghouse. UTMB retiree Roberto provided percussion entertainment while employees ate their holiday meal; Miles and miles of holiday pies! Third row: Employees line up at Annual Campus Holiday Celebration; Information Services elves at Clear Lake Center. Bottom: Clear Lake Center’s holiday decorating contest, Santa’s Workshop (by the Patient Access Team). Continued on next page...
Top row, left to right: The UTMB Health Food Drive, in support of Ball High School’s “Share Your Holidays Food Drive” (sponsored by ABC13), contributed nearly a ton of food to the Galveston County Food Bank. In combination with donations from all others throughout the area, this will provide 18,641 meals for our neighbors in need this holiday season; Employee Appreciation Mugs and Hot Cocoa were delivered to all ADC team members during the week of Dec. 19 - Admin leaders, Bill Garwood, Susan Nilsen, Katrina Lambrecht, and Chef Marc Daniels personally made the rounds to wish staff members a happy health holiday. Second row: Internal Medicine’s gingerbread house contest entry; During the week of December 12, a holiday celebration was hosted by Angleton Danbury Campus leadership with holiday treats and refreshments for all staff, physicians, and auxiliaries. Third row: EVP & CEO Donna Sollenberger serves employees at the Annual Campus Holiday Celebration; Christine Wade and the Emergency Department team hosted a "UTMB Treats Teddy" event for a dozen local children ages 3 to 11. The teddy bears were flown in by helicopter and the children were dressed in "surgical wear" to care for their teddies at various stations, including First Aid and Radiology.