

April 23, 2013

- UI policies impacting sponsored projects, Grainne Martin (30 minutes)
- PI portal updates, Jose Jimenez (15 minutes)
- Public Access, Oliva Smith (15 minutes)
- Universal Workflow Project – Demo of Inbox, Mike Kaplan and Sam Schrup (20 minutes)
- Lean Process, Richard See (20 minutes)

UNIVERSITY OF IOWA RESEARCH POLICIES



GRAINNE MARTIN
DEPUTY GENERAL COUNSEL
OFFICE OF GENERAL COUNSEL

UI Research-Related Policies



- **Suitability of research conducted in University (II-27.1)**
- **Access to research information**
 - **Principles governing access (II-27.2)**
 - **Process for access (II-27.3)**
- **Human subjects (II-27.4)**
 - **Administrative surveys and questionnaires ([II-27.5](#))**
- **Research misconduct (II-27.6)**
- **Corporate- and industry-sponsored research ([II-27.7](#))**
- **Anti-retaliation for reporting research misconduct in ([II-27.8](#))**
- **Animal subjects, review of projects involving ([II-27.9](#))**
- **Authorship (II-27.10)**
- **Conflict of interest in research (II-18.6)**
- **Intellectual property (V-30)**
 - **Assistant dismissal procedure ([III-12.4](#))**
- **Grants and contracts ([V-5](#); [V-1.3](#))**
- **Research Council ([I-2.8\(19\)](#); II-27.1(c))**
- **Staff employment guidelines, P&S ([III-3.3](#))**
- **Tenure (III-10.2)**

Basic Tenets of UI Research Policies



- All research conducted by the UI is expected to be consistent with one or more of the following objectives:
 - The education of undergraduate, graduate, and postdoctoral students
 - The advancement of knowledge through research and scholarship
 - The preservation and dissemination of knowledge
 - Public service
- The “mere availability” of funding is not a sufficient reason for accepting a project
- Research with publication restrictions should not be conducted in the UI
 - Reasonable delays to review for proprietary information and patent protection
 - Exceptions for delays in multi-site projects to ensure scientific rigor
 - VPR may accept “excessive publication delays/other restrictions” where “legitimate considerations related to the research” justify
- No UI facilities may be used for secret research (classified research is secret research; export controlled research is not)

POLICY: NO PUBLICATION RESTRICTIONS



- Research with publication restrictions should not be conducted in the UI (II-27.1 and II-27.2)
 - Consistent principle across academic research institutions
 - Seen as fundamental to tax-exempt mission and academic freedom
 - Some university policies allow for exceptions in compelling cases, as we do

WAIVERS OF PUBLICATION POLICY



- UI process: DSP works with PI to submit request for waiver of policy to VPR; VPR asks for recommendation from Research Council
- Considerations for waiver request
 - Rationale for request
 - Description of who will have authority over publication decision and justification for that authority
 - Provision in contract or grant that will allow publication within a defined period of time
 - Measures to provide timely medical information if suppression of publication could affect health/safety of subjects
 - List of funded projects that could be affected by publication restriction and how they could be affected

PUBLICATION RESTRICTIONS AND STUDENTS



- **II-27.1(c) is explicit on this point**
 - Under no circumstances should a faculty member engage a student in a project governed by an extended publication delay agreement or other contractual arrangement that could present a barrier to the timely submission of the student's thesis or dissertation to the institution or materials therein for publication.

UI Policy on Grants/Contracts



- **Requirements for the terms/conditions of any grant or contract**
 - Reimbursement of both direct and indirect costs
 - Conform to the UI IP policy as it relates to ownership of inventions created with UI resources
 - Conform to the UI's policy on no publication restrictions
 - Clinical trial agreements involving investigational drugs or devices should include indemnification for the UI; waiver allowed under limited circumstances

UI Policy on Industry-Sponsored Research



- Must be consistent with UI's nonprofit tax-exempt status
- Issues if project is unrelated to UI's exempt mission
 - Use of bond-financed facility for private business (IRS Rev. Proc. 2007-47)
 - Unrelated business income tax assessed on project proceeds
- Criteria for “substantially related to tax-exempt mission”
 - Project designed to solve problem using scientific method; or
 - Project furthers an educational purpose; or
 - Project conducted in the public interest

UI Policy on Fee-for-Service Work



- Provision of professional services without the elements of research
- UI recognizes that its employees may engage in such work
- Final product may contain proprietary restrictions
- May be subject to UBIT
- Implications for Iowa statute on competition with private enterprise (Iowa Code 23A)

UI Policy on Human Subjects Research



- **Prior IRB approval required to ensure:**
 - Individual subject rights and welfare are protected adequately
 - Subject participation is based on voluntary, legally effective informed consent
 - Risks to subjects reasonable in relation to sum of benefit to subject and importance of knowledge to be gained
- **PIs are primarily responsible for ensuring protection of subjects**
- **Faculty who assign or supervise human subjects research conducted by students are obligated to consider whether those students are qualified to adequately protect subjects**

UI Policy on Animal Research



- UI research must comply with applicable law
- Prior review and approval by IACUC required
- Training required for those using animals in research
- PI responsible to ensure those on project are trained

UI Policy on Conflict of Interest in Research



- Policy applies to all UI investigators; applies to all research that is funded, but not to unfunded research unless it involves human subjects
- Requires investigators to disclose anything of monetary value that the investigator determines to be reasonably related to his/her institutional responsibilities (no dollar threshold) and to update the disclosure annually
- Conflict of Interest in Research Committee reviews those disclosures that meet the policy definition of “significant financial interest” and recommends a management plan for those found to constitute a “financial conflict of interest” related to a research project
- All investigators required to complete training on obligations under the policy, to be repeated at least every four years
- Certain provisions of the policy (those required by the recently-revised PHS regulations) apply only to investigators with PHS-funded research (monitoring; subrecipient compliance and reporting; retrospective review; mitigation plans; public access to disclosures)

UI Policy on Intellectual Property/Patents



- Policy applies to patentable inventions and copyrighted works
- Ownership of inventions—UI will own in 2 cases (“qualifying invention”)
 - Inventions made by UI employees (including student employees) or postdocs in course of employment/appointment or in field/discipline reasonably related
 - Inventions enabled by significant use of UI resources (employees, postdocs, students when invention did not arise from employment, institutional visitors not employed by UI)
- Outside consulting
 - No inventor of a qualifying invention has the authority to assign the invention to an outside party

UI Property on Intellectual Property/Copyrights



- **Ownership of copyright**
 - Individual creator of work of scholarship (including student as part of academic pursuit), unless there is a contrary contractual or statutory obligation that would necessitate UI ownership
 - University in these cases:
 - ✦ Work created by agreement
 - ✦ Work created in context of performing admin duties for UI
 - ✦ Work for which authorship determination is not possible, practical
 - ✦ Work created under terms of contract that requires UI ownership
 - ✦ Work created with significant use of UI resources
 - ✦ Work created by UI employees (including student employees) when product of assigned job duties/reasonably expected outcome of employment



<https://myportal.research.uiowa.edu>

NIH Public Access: How to Help Researchers Comply

RAMS meeting


Oliva Smith, Division of Sponsored Programs

April 23, 2013

Today's Discussion

- Public Access Policy Overview
- Common Questions
- Tool: Public Access Compliance Monitor
- Tool: NIH RePORT Database
- The Bottom Line

The NIH Public Access Policy


The Policy states: *The Director of the National Institutes of Health*  **all investigators funded by the NIH** submit or have submitted for them to the National Library of Medicine's PubMed Central an electronic version of their final, peer-reviewed manuscripts upon acceptance for publication, to be made publicly available no later than 12 months after the official date of publication . . . consistent with copyright law.

<http://grants.nih.gov/grants/guide/notice-files/NOT-OD-08-033.html>

*** Investigators: Any author may submit the final peer-reviewed manuscript (or request the publisher to do so) to NIHMS-PMC system [NIH Manuscript Submission-PubMed Central].**

****The PI and Institution are responsible/obligated, even if the PI of the NIH grant is not listed as an author.**

The NIH Public Access Policy

The Policy states: *The Director of the National Institutes of Health shall require that all investigators funded by the NIH submit or have submitted for them to the National Library of Medicine's*  *an **electronic version of their final, peer-reviewed manuscripts** upon acceptance for publication, to be made publicly available no later than 12 months after the official date of publication . . . consistent with copyright law.*

<http://grants.nih.gov/grants/guide/notice-files/NOT-OD-08-033.html>

* Peer reviewed—if an editorial, review, book chapter, dissertation → does not apply; denote “not applicable” in MyNCBI.

** Manuscript: not article as appears in journal, unless ok with journal.

*** Only papers written in Latin script.

The NIH Public Access Policy

The Policy states: *The Director of the National Institutes of Health shall require that all investigators funded by the NIH submit or have submitted for them to the National Library of Medicine's PubMed Central an **←** **WHERE** sion of their final, peer-reviewed manuscripts upon acceptance for publication, to be made publicly available no later than 12 months after the official date of publication . . . consistent with copyright law.*

<http://grants.nih.gov/grants/guide/notice-files/NOT-OD-08-033.html>

***Must be NIH's PubMed Central PMC database; an open access journal, other websites do not work.**

**** An article in PubMed Central is assigned a PMCID.**

*****MUST include this PMCID when citing (as in progress reports) to indicate the article is in PubMed Central (or the NIHMS ID if it is in the NIHMS-PMC system).**

The NIH Public Access Policy

The Policy states: *The Director of the National Institutes of Health shall require that all investigators funded by the NIH submit or have submitted for them to the National Library of Medicine's PubMed Central an electronic version of their final, peer-reviewed manuscripts **WHEN** upon acceptance for publication, to be made publicly available no later than 12 months after the official date of publication . . . consistent with copyright law.*

<http://grants.nih.gov/grants/guide/notice-files/NOT-OD-08-033.html>

Four ways for a publication to get into PubMed Central

→ depends on the journal (see next two slides).

Method 'A' & 'B': publisher sends final article directly to PMC.

'A' publishers have agreement with NIH= they do it for you;

'B' publishers charge authors fee for open access.

Method 'C' & 'D': manuscript to PMC via NIHMS.

'C' authors submit to NIHMS-PMC themselves.

'D' publishers submit per author request. Once in NIHMS, both 'C' &

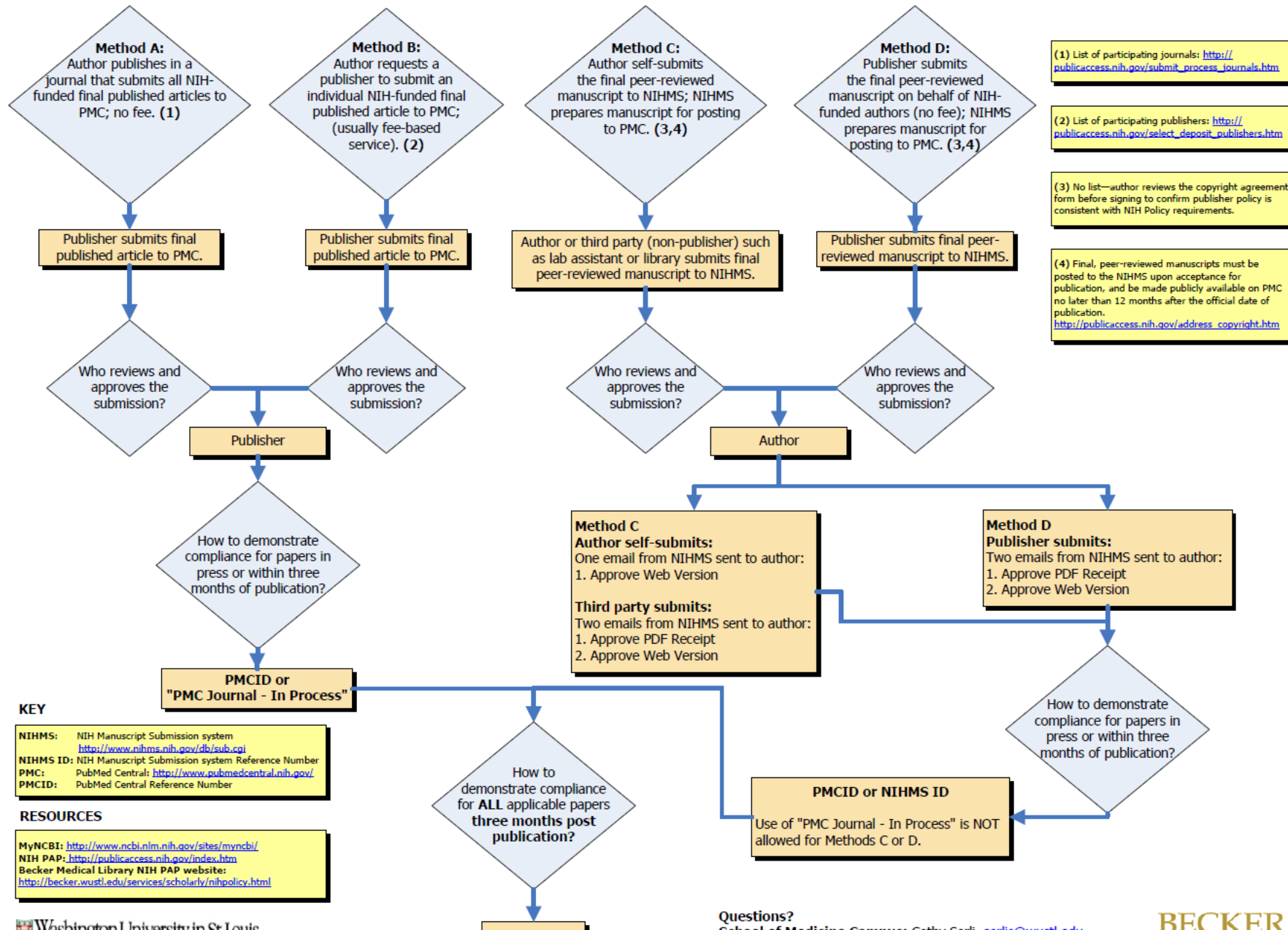
'D' require authors to approve manuscripts TWICE before PMC.

Submission Method Depends on Journal

http://publicaccess.nih.gov/submit_process.htm

	<u>Method A</u>	<u>Method B</u>	<u>Method C</u>	<u>Method D</u>
Version of Paper Submitted	Final Published Article	Final Published Article	Final Peer-Reviewed Manuscript	Final Peer-Reviewed Manuscript
Task 1: Who deposits the paper?	Publisher direct to PMC	Publisher direct to PMC	Author or designee, via NIHMS	Publisher, via NIHMS
Task 2: Who approves paper for processing?	Not Applicable	Not Applicable	Author, via NIHMS	Author, via NIHMS
Task 3: Who approves paper for PubMed Central upload?	Not Applicable	Not Applicable	Author, via NIHMS	Author, via NIHMS
Participating journal/publisher	Method A Journals have agreement with NIH	Make arrangements with these publishers charge \$\$	Check publishing agreement	Make arrangements with these publishers

Compliance Methods for the NIH Public Access Policy



(1) List of participating journals: http://publicaccess.nih.gov/submit_process_journals.htm

(2) List of participating publishers: http://publicaccess.nih.gov/select_deposit_publishers.htm

(3) No list—author reviews the copyright agreement form before signing to confirm publisher policy is consistent with NIH Policy requirements.

(4) Final, peer-reviewed manuscripts must be posted to the NIHMS upon acceptance for publication, and be made publicly available on PMC no later than 12 months after the official date of publication. http://publicaccess.nih.gov/address_copyright.htm

KEY

NIHMS: NIH Manuscript Submission system
<http://www.nihms.nih.gov/db/sub.cgi>
NIHMS ID: NIH Manuscript Submission system Reference Number
PMC: PubMed Central: <http://www.pubmedcentral.nih.gov/>
PMCID: PubMed Central Reference Number

RESOURCES

MyNCBI: <http://www.ncbi.nlm.nih.gov/sites/myncbi/>
NIH PAP: <http://publicaccess.nih.gov/index.htm>
Becker Medical Library NIH PAP website: <http://becker.wustl.edu/services/scholarly/nihpolicy.html>

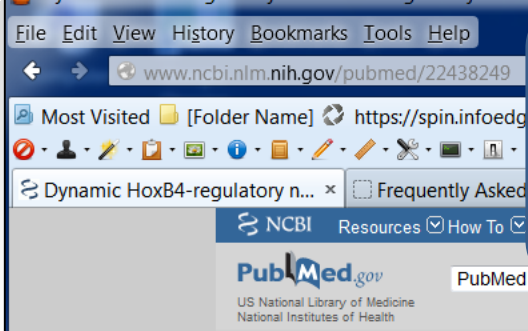
PMCID or NIHMS ID
Use of "PMC Journal - In Process" is NOT allowed for Methods C or D.

Let's be clear

- PMCID – PMID: what is the difference?
- Is the paper under this policy?
- How do I know how if the journal submits to PMC?
- How do I find out if an article is in PMC, has a PMCID?
- What if article not in PMC and should be?
- How do I cite articles in press?

PMCID – PMID: what's the dif?

- PubMed Central PMC (since 2000) **full-text biomedical journal articles, assigned the PMCID**; articles freely accessible to the public (w/o going through publisher's site). PMCID indicates the article is in PubMed Central PMC, and therefore complies with NIH Public Access.
PMCID: PMC7654321 PMC + 7 numerals (so far)
- PubMed assigns PMID to citations & abstracts from MedLine, life science journals, books, etc. PubMed does not contain FULL TEXT – unless library links \$\$.
PubMed has **nothing to do** with NIH Public Access.
PMID: 23314567 eight numerals



For us in academia, PubMed works great because our libraries link citation record to the full text; if use PubMed from home you are not linked to the full text.

Display Settings: Abstract

Send to:



Blood, 2012 May 10;119(19):e139-47. doi: 10.1182/blood-2011-12-396754. Epub 2012 Mar 21.

Dynamic HoxB4-regulatory network during embryonic stem cell differentiation to hematopoietic cells.

Fan R, Bonde S, Gao P, Sotomayor B, Chen C, Mouw T, Zavazava N, Tan K.

Department of Internal Medicine, University of Iowa, Iowa City, IA 52242, USA.

Abstract

Efficient in vitro generation of hematopoietic stem cells (HSCs) from embryonic stem cells (ESCs) holds great promise for cell-based therapies to treat hematologic diseases. To date, HoxB4 remains the most effective transcription factor (TF) the overexpression of which in ESCs confers long-term repopulating ability to ESC-derived HSCs. Despite its importance, the components and dynamics of the HoxB4 transcriptional regulatory network is poorly understood, hindering efforts to develop more efficient protocols for in vitro derivation of HSCs. In the present study, we performed global gene-expression profiling and ChIP coupled with deep sequencing at 4 stages of the HoxB4-mediated ESC differentiation toward HSCs. Joint analyses of ChIP/deep sequencing and gene-expression profiling unveiled several global features of the HoxB4 regulatory network. First, it is highly dynamic and gradually expands during the differentiation process. Second, HoxB4 functions as a master regulator of hematopoiesis by regulating multiple hematopoietic TFs and chromatin-modification enzymes. Third, HoxB4 acts in different combinations with 4 other hematopoietic TFs (Flt1, Meis1, Runx1, and Scl) to regulate distinct sets of pathways. Finally, the results of our study suggest that down-regulation of mitochondria and lysosomal genes by HoxB4 plays a role in the impaired lymphoid lineage development from ESC-derived HSCs.

PMID: 22438249 [PubMed - indexed for MEDLINE] PMCID: PMC3362371 [Available on 2013/5/10]

Publication Types, MeSH Terms, Substances, Grant Support

LinkOut - more resources

Save items

Add to Favorites

Related citations in PubMed

- In vitro generation of HSC-like cells from murine ESCs/iPSCs by enforced expressio [Blood. 2011]
- Genome-wide analysis of target genes regulated by HoxB4 in hematopoietic stem ar [Blood. 2011]
- Lentiviral-mediated HoxB4 expression in human embryonic stem cells initiates [Stem Cells. 2008]
- Review Mechanism of action of HOXB4 on the hematopoietic differentiation o [Stem Cells. 2012]
- Review [Regulatory role of HOXB4 in self- [Zhongguo Shi Yan Xue Ye Xue Za Zhi. 2007]

See reviews...

See all...

Cited by 1 PubMed Central article

Gene expression profiling identifies HOXB4 as a direct downstream target of G [PLoS One. 2012]

Related information

Related Citations



Article not available in PMC yet, i.e. honoring the publisher's one year delay/embargo.

Hardin Library's PubMed url to take advantage of this service.
<http://www.ncbi.nlm.nih.gov/pubmed?otool=ualib>
Costs \$4 million for UI Libraries to provide links to journals for full text from PubMed.

Is the paper under this policy?

- **Peer-reviewed;** reviews, editorials, commentaries are not applicable. Must be Latin script.
- **Accepted for publication in a journal on/after April 7, 2008;** find acceptance date on title page of full text article.
- **And, arises from:**
 - Any direct funding from an NIH grant or cooperative agreement active in Fiscal Year 2008 or beyond, or;
 - Any direct funding from an NIH contract signed on or after April 7, 2008, or;
 - Any direct funding from the NIH Intramural Program, or;
 - An NIH employee.

How do I know if a journal submits to PMC?

- First check if it is Submission Method 'A' (slides 7, 8). (Use google.com) http://publicaccess.nih.gov/submit_process_journals.htm
 - * If yes, [horray] no author involvement.
 - * Cite with PMCID or “PMC Journal in process.”
- **If No:** need to find out journal’s author info.
 - * Find journal’s webpage “author information.”
 - * [google.com] Sherpa-Romeo –db of publisher info
<http://www.sherpa.ac.uk/romeo/> .
 - * U of Toledo link <http://mulford.meduohio.edu/instr/> for journals in health sciences.

How do I find the PMCID?

- Use the PMID, find if it has a PMCID or NIHMS ID via the converter link: <http://www.ncbi.nlm.nih.gov/pmc/pmctopmid/>
Use google.com to find: PMCID converter
- If it has a PMCID, then add to citation.
- If it has NIHMS id = in the NIHMS-PMC system.
Can use NIHMS id for up to 3 months after date of publication, by then supposed to have PMCID.
 - Author check if STALLED in NIHMS system
<http://www.nihms.nih.gov/db/sub.cgi> awaiting one/both approvals before PMC.

What if article not in PMC?

- Check journal's/publisher's policy:
do they send or does author?
- If journal, contact and request they do this asap.
- OR ask journal if YOU can submit manuscript (not .pdf of the article) to NIHMS-PMC yourself—so you know it is done (esp if the article is a year or more from date of publication).
- Submit to NIHMS-PMC system <http://nihms.nih.gov/help/faq.shtml>
- **Cannot** use “PMC Journal – In Process” for Method C or Method D journal articles.

How to cite articles in press?

- For Method A and B Journals, use “**PMC Journal - In Process**” if they don’t have the PMID yet.
 - Basan M, Elgeti J, Hannezo E, Rappel WJ, Levine H. Alignment of cellular motility forces with tissue flow as a mechanism for efficient wound healing. [Proc Natl Acad Sci U S A](#). 2013 Jan 23. [Epub ahead of print] PMID: PMC Journal - In Process
- Reminder: Method A & B Journals agree to post the final published article into PMC.
- You **cannot** use “PMC Journal – In Process” for Method C or Method D journal articles.

How to cite articles in press?

- For Method C & D Journals, use the **NIHMSID**.
 - Cerrato A, Parisi M, Santa Anna S, Missirlis F, Guru S, Agarwal S, Sturgill D, Talbot T, Spiegel A, Collins F, Chandrasekharappa S, Marx S, Oliver B. Genetic interactions between *Drosophila melanogaster* menin and Jun/Fos. *Dev Biol*. In press.
NIHMSID: NIHMS44135

-> This article was sent to the NIHMS-PubMed Central system and is waiting for the PMCID. You CANNOT use the “In Process” for articles from Method C or D journals—won’t be accepted in the new RPPR.

- **NIHMSIDs will not be accepted 3 months after publication.**
 - If article goes through NIHMS smoothly (two approvals by authors) PMCID assigned in approx. 10 – 14 days.
 - Please use the PMCID once it is assigned.

Why you need the PMCID

For non-competing continuation grant awards with a start date of **July 1, 2013** or beyond:

- **NIH will delay processing of an award** if publications arising from it are not in compliance with the [NIH public access policy](http://grants.nih.gov/grants/guide/notice-files/NOT-OD-13-042.html). <http://grants.nih.gov/grants/guide/notice-files/NOT-OD-13-042.html>
- Investigators will need to use [My NCBI](#) to enter papers onto progress reports. Papers can be associated electronically using the RPPR, or included in the PHS 2590 using the My NCBI generated [PDF report](#).
- The BOTTOM LINE: no PMCID = no \$\$

Research Performance Progress Report RPPR

- The RPPR is required for all awards issued under the Streamlined Non-competing Award Process (SNAP), and all F awards, with budget start dates on or after July 1, 2013.
- The **RPPR will display Public Access compliance status --> non-compliant publications will be flagged.**
- As with the eSNAP, publications in PD/PI's MyNCBI account will be displayed for easy association with the progress report.
- Research Performance Progress Report RPPR
<http://grants.nih.gov/grants/rppr/index.htm>

Tools: Keep track of articles

- **Public Access Compliance Monitor PACM**
- list of articles the NIH “believes a grantee institution is responsible for.”
- **NIH RePORTER** – data drawn from eRA databases, Medline, PubMed Central, etc.
- **BOTH depend on author linking the grant to the publication.** (via NCBI)

Tool: PA Compliance Monitor

- Public Access Compliance Monitor PACM is web-based tool used by designees at the institution to track PA compliance of publications. PACM User Guide http://www.pubmedcentral.nih.gov/utis/pacm/static/PACM-USER-Guide-Dec_2012.pdf
- To use: requires PACR role in eRA Commons. Request this role from Dave-myers@uiowa.edu
- Log in to PACM: <http://www.pubmedcentral.nih.gov/utis/pacm/>

PACM: Institutional Summary -year

The screenshot shows a web browser window displaying the PubMed Central (PMC) Institutional Summary page. The browser's address bar shows the URL <http://www.pubmedcentral.nih.gov/utills/pa>. The page title is "Institution Summary" and the user is logged out as oliva-smith@uiowa.edu. The page displays the compliance status for articles published between 02/2012 and 02/2013, as of 02/18/2013. The page size is set to 10, and there is a "Download as CSV file" option. A table shows the compliance data for The University of Iowa, with 1006 total articles, 736 compliant, 235 non-compliant, and 35 in process, resulting in a 73% compliance rate. The footer contains copyright information and contact details for the National Center for Biotechnology Information.

Compliance status as of for articles published between and

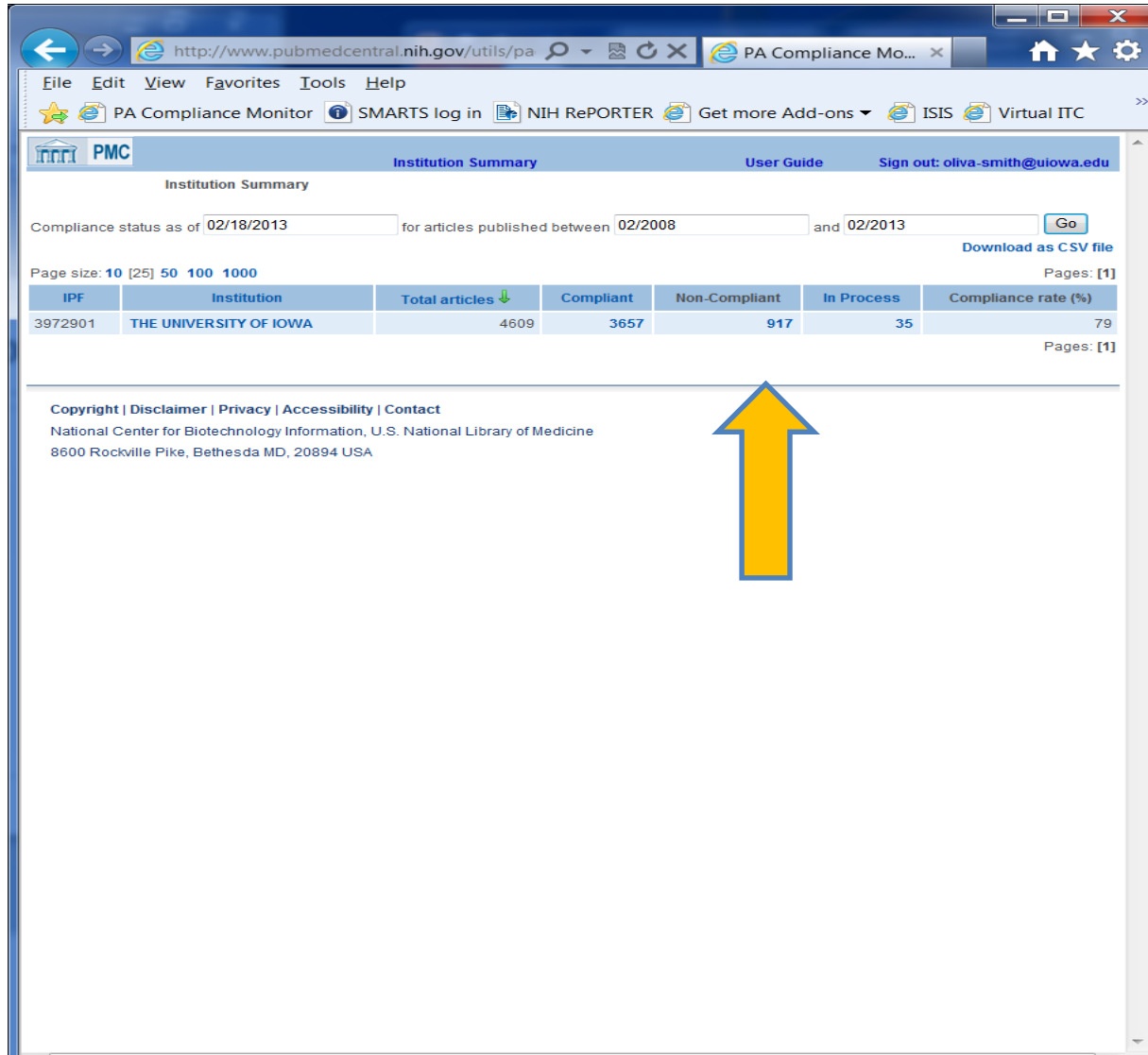
Page size: **10** [25] 50 100 1000 Pages: [1]

IPF	Institution	Total articles ↓	Compliant	Non-Compliant	In Process	Compliance rate (%)
3972901	THE UNIVERSITY OF IOWA	1006	736	235	35	73

Pages: [1]

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National Center for Biotechnology Information, U.S. National Library of Medicine
8600 Rockville Pike, Bethesda MD, 20894 USA

PACM Institutional Summary - total



Compliance status as of 02/18/2013 for articles published between 02/2008 and 02/2013


Download as CSV file

Page size: 10 [25] 50 100 1000 Pages: [1]

IPF	Institution	Total articles ↓	Compliant	Non-Compliant	In Process	Compliance rate (%)
3972901	THE UNIVERSITY OF IOWA	4609	3657	917	35	79

Pages: [1]

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National Center for Biotechnology Information, U.S. National Library of Medicine
8600 Rockville Pike, Bethesda MD, 20894 USA



Default by PMID; can also list by "PI" or Grant #.
 "PI" is actually list of authors or others who have had projects under that Grant #.

1. Many have not started the process in NIHMS-PMC.

http://www.pubmedcentral.nih.gov/utis/pa PA Compliance Mo...

File Edit View Favorites Tools Help

PA Compliance Monitor SMARTS log in NIH RePORTER Get more Add-ons ISIS V

PMC Institution Summary User Guide Sign out: oliva-sm

Institution Summary > THE UNIVERSITY OF IOWA > Non-compliant

Compliance status as of 02/18/2013 for articles published between 02/2008 and 02/2013

THE UNIVERSITY OF IOWA: Compliant(3657) | Non-compliant(917) | In process(35)

Page size: 10 [25] 50 100 1000 Pages: <Prev 1 ... 6 [7] 8 ... 97 Next>

PMID ↓	PMCID	NIHMSID	Grant Number	PI Name	Publication Date	NIHMS file deposited	NIHMS initial approval	NIHMS tagging complete	NIHMS final approval
22939614			RC1 NS068280 P01 NS050210	DAVIDSON, BEVERLY L	08/31/12				
22930557			R01 ES017425	LEHMLER, HANS JOACHIM	10/01/12				
22930474			P50 AR055533	BUCKWALTER, JOSEPH A MCKINLEY, TODD O	02/01/13				
22914694			M01 RR000059	HAYREH, SOHAN S	09/01/12				
22902432			R01 HD052953 R01 HD057192	MURRAY, JEFFREY C	11/01/12				
22901065			RC1 AR058403	MARTIN, JAMES A	04/01/12				
22899571			R01 HL064368	HOFFMAN, ERIC ALFRED	11/01/12				
22892465			R01 DE017875	WEFEL, JAMES STERN	11/01/12				
22889539			K08 NS002007	BONTHIUS, DANIEL J	09/01/12				
22889536			K08 NS002007	BONTHIUS, DANIEL J	09/01/12				
22884960		402619	R01 CA140933 R01 CA104825	LUTGENDORF, SUSAN K	08/05/12	08/22/12	08/27/12	09/12/12	
22865140			P50 AR055533	BUCKWALTER, JOSEPH A	01/01/12				
22860240			P20 CA103672	HOHL, RAYMOND J OBERLEY, LARRY RUBENSTEIN, LINDA M CHRISCHILLES, ELIZABETH A BROOKS, JOHN M WALLACE, ROBERT BRUCE	08/01/12				
22859728			N01 WH032102	WALLACE, ROBERT BRUCE	09/01/12				
22851605			11E4 NS065712	SHY, MICHAEL E	12/01/12				

Click →

← 2. Stalled in NIHMS

Article details

PM ID: [22884960](#)[XML] PMC ID: NIHMS ID: 402619 Status: Not Compliant

Cortisol and inflammatory processes in ovarian cancer patients following primary treatment: Relationships with depression, fatigue, and disability.
Andrew Schrepf, Lauren Clevenger, Desire Christensen, Koen Degeest, David Bender, Amina Ahmed, Michael J Goodheart, Laila Dahmouh, Frank Penedo, Joseph A Lucci, Parvin Ganjei-Azar, Luis Mendez, Kristian Markon, David M Lubaroff, Premal H Thaker, George M Slavich, Anil K Sood, Susan K Lutgendorf
Brain, behavior, and immunity
PubDate:, EPubDate:08/05/12

Method A journal: No
Journal Publisher: Academic Press

NIHMS Initial actor: AUTHOR SUPPORT ELSEVIER Latest: Susan K Lutgendorf
Files deposited: 08/22/12 Initial approval: 08/27/12
Tagging complete: 09/12/12 Final approval: ←

Associated grants PI Institution
R01 CA104825 SUSAN K LUTGENDORF THE UNIVERSITY OF IOWA
R01 CA140933 SUSAN K LUTGENDORF THE UNIVERSITY OF IOWA

Article source: NIHMS + PubMed

Grant from PubMed	Matched Grant	Score	PI	Institution	IPF
R01 CA104825	R01 CA104825	100	SUSAN K LUTGENDORF	THE UNIVERSITY OF IOWA	3972901
R01 CA140933	R01 CA140933	100	SUSAN K LUTGENDORF	THE UNIVERSITY OF IOWA	3972901

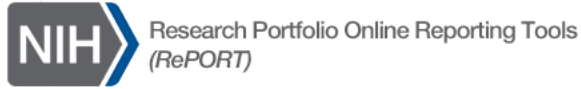
Stalled: awaiting final of two approvals in the NIHMS.

How to use the PACM

- From the **Institutional Summary** page, click on Non-Compliant number and go to Institution Details page.
 - Sort the non-compliant list by PI (or by grant #) and then download the list as a CSV file.
 - The resulting Excel spreadsheet includes additional info [first author, title, ‘latest actor’] which provides tool for following up.
 - “Supposed to be” updated twice a week.
- Good way to find articles that are stalled in NIHMS: have had the NIHMS number for a long time but not yet the PMCID. Tells you who was the last person to “act” to get process going again.

Tool: NIH RePORTER

- Web based and real-time.
<http://projectreporter.nih.gov/reporter.cfm>
- Find publications by grant number or PI.
- Links to the PubMed abstract.
- No special admin role required.



Use NIH RePORT to find publications associated with PI and grant.

QUICK LINKS RESEARCH ORGANIZATIONS

Home > RePORTER > Query Form

NIH RePORTER Version: 5.4.1

04/18/2013 Release Note: New enhancements now available. View Release Notes for more information.

About RePORTER DATA FAQ ExPORTER RePORTER Manual RSS of Newly Added Projects

QUERY BROWSE NIH

SUBMIT QUERY CLEAR QUERY

NIH (non) ARRA Selection: [input] SELECT

Text Search (Logic): [input] And Or Advanced

Search in: Projects Publications Project Title Project Terms

Start Year End Year 2012 2013

Project Number: [input] Use %* for wildcard, e.g. %R21% Enter multiple project numbers

OR [input] [input] [input] [input] [input] [input]

Principal Investigator (PI) / Project Leader: [input] [input] Use %* for wildcard Enter several PI/Project Leader names

Organization: UNIVERSITY OF IOWA, IOWA CITY LOOKUP Please enter at least 3 characters to use Lookup.

DUNS Number: [input] Department: [input] SELECT

Organization Type: [input] SELECT City: [input] Use %* for wildcard

State: [input] SELECT Country: [input] SELECT

Congressional District: [input] SELECT

Fiscal Year (FY): Active Projects SELECT Current FY is 2013

NIH Spending Category: [input] SELECT

Agency/Institute/Center: [input] SELECT

Admin Funding Funding Mechanism: [input] SELECT

Award Type: [input] SELECT

Activity Code: [input] SELECT

Exclude Subprojects: [input] SELECT

Study Section: [input] Standing CSR study sections only

FOA: [input] Use %* for wildcard

Project Start Date: >= [input] Format: mm/dd/yyyy

Project End Date: <= [input] Format: mm/dd/yyyy

Award Notice Date: > [input] Format: mm/dd/yyyy

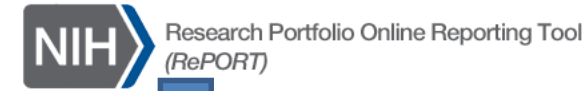
Newly Added Projects Only: Projects added since 04/13/2013

Could also use

enter: iowa then use Lookup

Name

Use RePORT to find publications associated with PI and grant.



QUICK LINKS RESEARCH ORGANIZATIONS WORKFORCE FUNDING REPORTS LINKS & DATA

Home > RePORTER > Search Results MyRePORTER Login Register System Health: GREEN

Project Search Results

Back to Query Form Save Query Share Query

Export All Projects GO

PROJECTS PUBLICATIONS PATENTS CLINICAL STUDIES DATA & VISUALIZE MAP LINKS NEWS & MORE

There were 6 results matching your search criteria. Click on the column header to sort the results

T	Act	Project	Year	Sub #	Project Title	Contact PI/ Project Leader	Organization	FY	Admin IC	Funding IC	FY Total Cost by IC	Similar Projects
<input type="checkbox"/>	5	U54	NS053672	08	7594	MECHANISTIC CAUSES AND THERAPEUTIC STRATEGIES FOR DYSTROGLYCAN-RELATED MUSCULAR	CAMPBELL, KEVIN P.	UNIVERSITY OF IOWA	2012	NINDS	\$532,061	
<input type="checkbox"/>	5	U54	NS053672	08	7596	ADMINISTRATIVE	CAMPBELL, KEVIN P.	UNIVERSITY OF IOWA	2012	NINDS	\$112,371	
<input type="checkbox"/>	5	U54	NS053672	08	7598	RESEARCH TRAINING AND EDUCATION	CAMPBELL, KEVIN P.	UNIVERSITY OF IOWA	2012	NINDS	\$141,819	
<input checked="" type="checkbox"/>	5	U54	NS053672	08		MUSCULAR DYSTROPHY COOPERATIVE RESEARCH CENTER	CAMPBELL, KEVIN P.	UNIVERSITY OF IOWA	2012	NINDS	NINDS \$1,474,037	
<input type="checkbox"/>	5	U54	NS053672	08	7595	CLINICAL TRIAL READINESS FOR THE DYSTROGLYCANOPATHIES	MATHEWS, KATHERINE	UNIVERSITY OF IOWA	2012	NINDS	\$355,117	
<input type="checkbox"/>	5	U54	NS053672	08	7597	MUSCLE BIOPSY/CELL CULTURE/DIAGNOSTICS	MOORE, STEVEN A	UNIVERSITY OF IOWA	2012	NINDS	\$332,669	

select

This list was generated with grant number.

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are available for bulk download, the RePORTER system reserves the right to block IP
a rate that negatively impacts service delivery to other users. RePORTER reserves the
ice delivery to other users.

Project Search Results

ABOUT RePORTER RESULTS

PubMed PubMed Central Google Scholar



EXPORT

PROJECTS PUBLICATIONS PATENTS CLINICAL STUDIES DATA & VISUALIZE MAP LINKS NEWS & MORE

In 2012, there were 6 publications citing support from projects in the hit list.

Year of Publication: 2012

Publications missing? Principal Investigators click here

Core Project Number	Title (Link to full-text in PubMed Central)	Journal (Link to PubMed abstract)	Authors	Similar Publications By	Cited Publications By
U54NS053672	ISPD loss-of-function mutations disrupt dystroglycan O-mannosylation and cause Walker-Warburg syndrome.	Nature genetics. 2012 May; 44 (5) :575-80	Willer, Tobias; Lee, Hane; Lommel, Mark; Yoshida-Moriguchi, Takako; de Bernabe, Daniel Beltran Valero; Venzke, David; Cirak, Sebahattin; Schachter, Harry; Vajsar, Jiri; Voit, Thomas; Muntoni, Francesco; Loder, Andrea S; Dobyns, William B; Winder, Thomas L; Strahl, Sabine; Mathews, Katherine D; Nelson, Stanley F; Moore, Steven A; Campbell, Kevin P	 	 
U54NS053672	Infantile onset CMT2D/dSMA V in monozygotic twins due to a mutation in the anticodon-binding domain of GARS.	Journal of the peripheral nervous system : JPNS. 2012 Mar; 17 (1) :132-4	Eskuri, Jamie M; Stanley, Christine M; Moore, Steven A; Mathews, Katherine D	 	 
U54NS053672	Dystroglycan function requires xylosyl- and glucuronyltransferase activities of LARGE.	Science (New York, N.Y.). 2012 Jan 6; 335 (6064) :93-6	Inamori, Kei-ichiro; Yoshida-Moriguchi, Takako; Hara, Yuji; Anderson, Mary E; Yu, Liping; Campbell, Kevin P	 	 
U54NS053672	Endpoint measures in the mdx mouse relevant for muscular dystrophy pre-clinical studies.	Neuromuscular disorders : NMD. 2012 Jan; 22 (1) :34-42	Kobayashi, Yvonne M; Rader, Erik P; Crawford, Robert W; Campbell, Kevin P	 	 
U54NS053672	An HMGA2-IGF2BP2 axis regulates myoblast proliferation and myogenesis.	Developmental cell. 2012 Dec 11; 23 (6) :1176-88	Li, Zhizhong; Gilbert, Jason A; Zhang, Yunyu; Zhang, Minsi; Qiu, Qiong; Ramanujan, Krishnan; Shavlakadze, Tea; Eash, John K; Scaramozza, Annarita; Goddeeris, Matthew M; Kirsch, David G; Campbell, Kevin P; Brack, Andrew S; Glass, David J	 	 
U54NS053672	Dystroglycan on radial glia end feet is required for pial basement membrane integrity and columnar organization of the developing cerebral cortex.	Journal of neuropathology and experimental neurology. 2012 Dec; 71 (12) :1047-63	Myshrall, Timothy D; Moore, Steven A; Ostendorf, Adam P; Satz, Jakob S; Kowalczyk, Tom; Nguyen, Huy; Daza, Ray A M; Lau, Charmaine; Campbell, Kevin P; Hevner, Robert F	 	 

select year

PMC icon = OK

Lacks PMC icon

Lacks PMC icon

Lacks PMC icon

Only as good as the data entered: does not find publications that are not associated with the grant

Display Settings: Abstract

Send to:



Science. 2012 Jan 6;335(6064):93-6. doi: 10.1126/science.1214115.

Dystroglycan function requires xylosyl- and glucuronyltransferase activities of LARGE.

Inamori K, Yoshida-Moriguchi T, Hara Y, Anderson ME, Yu L, Campbell KP.

Howard Hughes Medical Institute, Department of Molecular Physiology and Biophysics, University of Iowa Roy J. and Lucille A. Carver College of Medicine, 4283 Carver Biomedical Research Building, 285 Newton Road, Iowa City, IA 52242-1101, USA.

Abstract

Posttranslational modification of alpha-dystroglycan (α -DG) by the like-acetylglucosaminyltransferase (LARGE) is required for it to function as an extracellular matrix (ECM) receptor. Mutations in the LARGE gene have been identified in congenital muscular dystrophy patients with brain abnormalities. However, the precise function of LARGE remains unclear. Here we found that LARGE could act as a bifunctional glycosyltransferase, with both xylosyltransferase and glucuronyltransferase activities, which produced repeating units of [-3-xylose- α 1,3-glucuronic acid- β 1-]. This modification allowed α -DG to bind laminin-G domain-containing ECM ligands.

PMID: 22223806 [PubMed - indexed for MEDLINE] Free full text

Publication Types, MeSH Terms, Substances, Grant Support

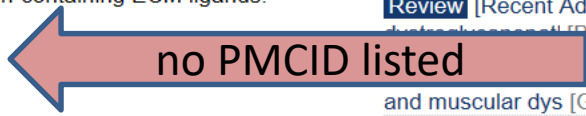
LinkOut - more resources

Save items

Add to Favorites

Related citations in PubMed

- Mouse large can modify complex N- and mucin O-glyc [J Biol Chem. 2005]
- Like-acetylglucosaminyltransferase (LAI) [Proc Natl Acad Sci U S A. 2011]
- O-mannosyl phosphorylation of alpha-dystroglycan is requi [Science. 2010]
- Review [Recent Advances in α -dystroglycan in Brain Nerve. 2011]
- ...an glycosylation and muscular dys [Glycoconj J. 2009]



no PMID listed

1. Paste PMID into PMCID converter link <http://www.ncbi.nlm.nih.gov/pmc/pmctopmid/> (use google to find link) . Article has no PMCID or **no NIHMS id** = not in NIHMS-PMC system.

2. Science – how does journal promote NIH Public Access, i.e. are they method A, B, C, D (slide 7)?

Find journal's policy re: NIH PA

- Example: Science:
- 1. Are they a Submission Method A journal (slide 8)? Search the list = No http://publicaccess.nih.gov/submit_process.htm
- 2. Google.com to find journal's site
 - Find “information for authors” page on journal site.
- 3. OR use Univ of Toledo link <http://mulford.meduohio.edu/instr/> -
- 4. OR google.com Sherpa Romeo <http://www.sherpa.ac.uk/romeo/>
-

http://www.sciencemag.org/site/help/authors/pmc.xhtml

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PubMed Central and Other Archives

Authors of research articles, reports, brevia, reviews, or technical comments created under grants awarded no earlier than 2 May 2005 who are required by their funding agencies to make their research results publicly available may implement posting to the funding body's archive or designated repository, no sooner than six months after final publication, of the "accepted version" of the paper, provided the posting is linked back to the original AAAS published version and includes the published paper's full reference citation. The "accepted version" is the version of the paper accepted for publication by AAAS after changes resulting from peer review, but before AAAS's editing, image quality control, and production. This policy does not apply to categories of papers other than those identified above. In submitting to archives such as PMC, authors should set the time of public release of the accepted version at six months after final publication by AAAS.

Science: author to submit manuscript to NIHMS-PMC; set delay/embargo 6 months from print date. (Submission method C on slides 7, 8) How to: <http://www.nihms.nih.gov/faq.html>

Tools: PACM and RePORTER

- Both tools useful to identify publications in need of PMID.
- Both tools useful to identify grants with publications.
- The PACM helps identify if/where article is stalled.
- (I think) RePORTER is easier to find publications by the grant.
- Author **MUST** link the publication to the grant in order for either tool to pick it up.

How DSP will help compliance

- Starting this week: send out notices to the PIs who have non-competing renewals due May 1, May 15 with July 1 start dates to remind them their publications must have PMCIDs.
- Continue notices for future months.
- I am always happy to answer questions and provide training sessions.
- Dave Myers is learning more about the NIH Public Access and will be able to field questions as well.

Avoid Delays in Compliance

- Encourage investigators to:
 - Ensure compliance well before their annual reports are due and avoid last-minute.
 - When submitting, find out journal's policy, and start the process as soon as accepted.
 - Use "My NCBI" to associate papers with awards today. [Tools are only as good as the data entered]
 - Log in to NIHMS <http://www.nihms.nih.gov/db/sub.cgi> to find if any articles are listed in "Stalled" tab.
 - Investigators will see only those articles in NIHMS.

Thank you

- DSP's NIH Public Access webpage
<http://dsp.research.uiowa.edu/nih-public-access-policy>
- Hardin Library Public Access Policy webpage
<http://guides.lib.uiowa.edu/nihpublicaccess>
- THANK YOU.
Please feel free to contact me with questions.
Oliva Smith
Division of Sponsored Programs DSP
oliva-smith@uiowa.edu
5-3708



What is My NCBI?

A tool integrated with **PubMed** (not PubMed Central) **to track** literature searches, collections of **citations**, and public access compliance.

<http://www.ncbi.nlm.nih.gov/books/NBK3842/>

- Must link eRA Commons accounts and MyNCBI
- Once linked, users can associate publications with NIH grants.
- Tracks NIH Public Access compliance
- **The only way to enter publications into RPPR**
- Creates the publications section (Section E) of PHS 2590s
- Other time savers: Delegation, options to share and publish bibliographies, automate searches, etc.

Universal Workflow

April 2013 Update

Goals

- One Workflow System
- Access to all potential approvers
- Accommodate diverse routing rules
- Easy form integration

What is Workflow?

- Form Builder / Integration Tools
- Route Builder
- Offices / Office Routes
- Tools
- Inbox
- Form plug-ins and widgets

Unified Inbox

- One Interface – 3 Systems
- Combine Legacy MAUI & UI Workflow Forms with New Workflow Forms
- First WF Component to be Released

Unified Inbox Demonstration

Beta & Launch

- Entering Beta Phase – May 2013
- Available Campus-Wide – Summer 2013
- Old Inboxes Removed – Fall 2013

Questions?

samuel-schrup@uiowa.edu

michael-kaplan@uiowa.edu

Creating & Maintaining a Lean Culture

Dick See

Manager, UI Business Process Improvement
Organizational Effectiveness

Today's Objectives

- Lean Background & Benefits
- Change Management
- Lean Tools
- Lean Successes on Campus
- Iowa Lean Consortium
- Keys to a Successful Conversion to Lean

What is Lean?

- It's not an acronym
- It's about the culture and a way of thinking
- A time-tested proven approach to improving processes within an organization by maximizing their value while reducing the waste.
- Allows an organization to do more with the same resources
- Encourages individuals to challenge preconceptions about the way they do what they do
- **It is NOT about furloughs and layoffs!!**

What Can Lean Do For You?

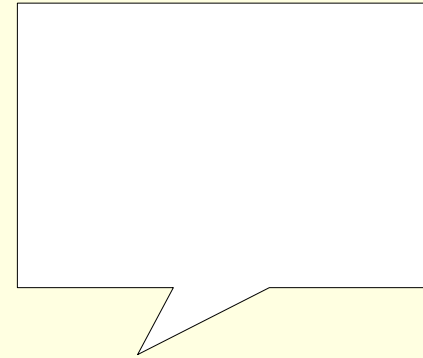
- Reduce frustration
- Minimize or eliminate errors
- Save time
- Eliminate unnecessary steps
- Provide a better understanding of a process
- Improve communications with others
- Teach you how to recognize waste & inefficiencies in your process

What are other benefits?

Using Lean tools an organization can expect to:

- Decrease the complexity of processes
- Provide an opportunity for those who do the work to develop ideas for improvement and efficiency
- Improve the quality and consistency of results
- Allocate more staff time to “mission critical” work
- Improve staff morale
- Increase process transparency which allows errors or problems to be identified more quickly
- Gain a shared appreciation for the integral part each person plays in the process being reviewed.
- Creates an opportunity for dialogue between all units involved in the process

Perceptions regarding change



Change Management

- Create an environment of expectation and sense of urgency
- Policy deployment must support lean goals
- Communicate the lean vision
- Encourage 'learn by doing'
- Institutionalize the new approach
- Tools should be applied to the whole organization
- Be an influencer; encourage innovation & creativity
- Focus on the process instead of blame

“Be hard on the process, but soft on the operators.” Toyota

Change Management

- Empower everyone to suggest improvements
- Avoid hysteresis
 - Don't let behaviors go back to the way they were.
- Recognize and celebrate improvements

We are what we repeatedly do. Excellence, then, is not an act, but a habit. - Aristotle



The Lean Mantra

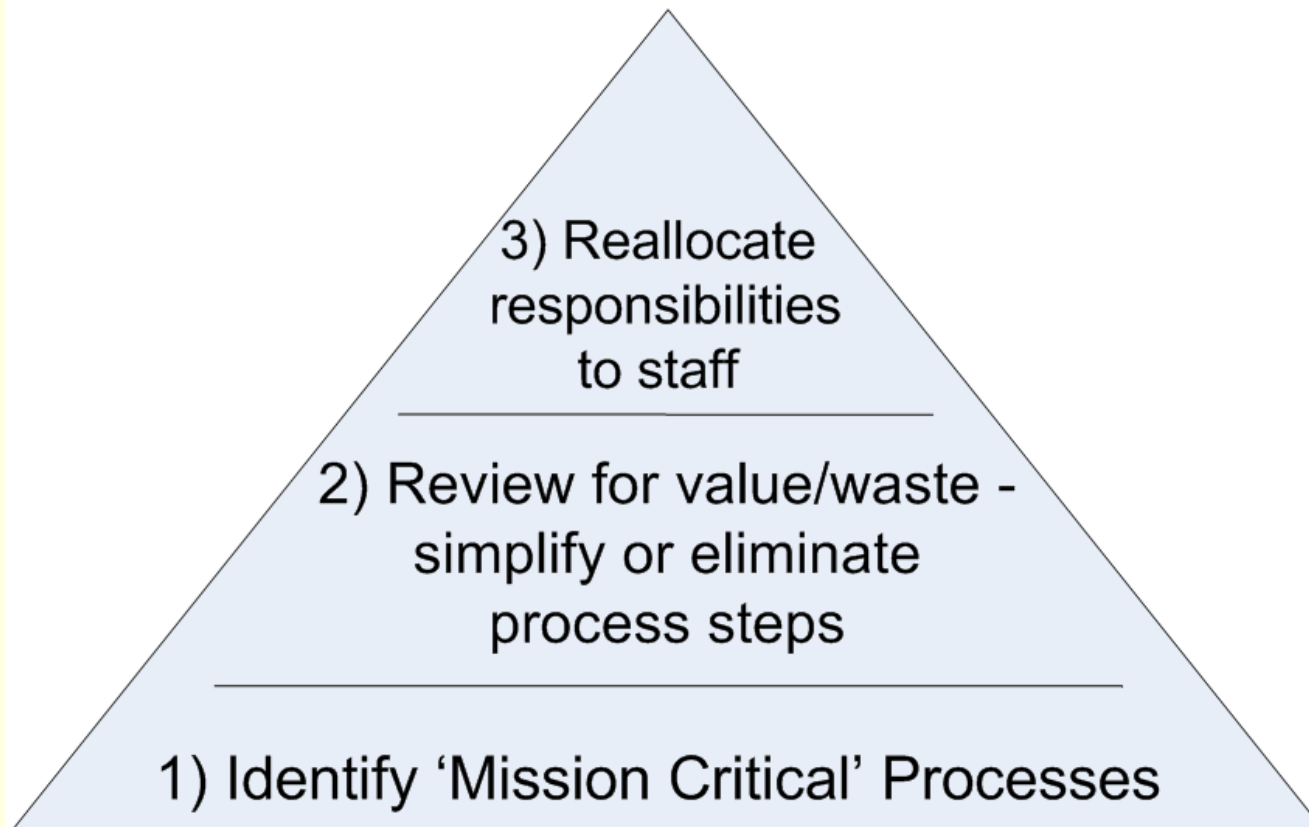
- Simplify,
 - Eliminate,
 - Automate,
 - then Integrate
-
- Automating bad business practices will not fix your problems. (It will just allow them to happen faster!)

Where do you begin to improve your processes?

- Develop critical thinking regarding your processes.
What processes:
 - Are 'mission critical'
 - If it's not, can you still afford to perform it?
 - What happens if you stop doing it?
 - Require frequent rework
 - "If you don't have time to do it right, when will you have time to do it over?"
 - Require a 'shadow system'
 - Cause you headaches/frustration
 - Review your processes for **value** to your customer/client and **waste**

Follow the 'Process Improvement Pyramid'

Process Improvement Pyramid



Where do you begin to improve your processes?

- Initiate a problem solving exercise
 - W. Edwards Deming's PDCA Cycle
 - Plan, Do, Check, Act
 - Refer to the eight step problem solving chart
 - Perform a root cause/value analysis
 - Ask the '5 whys'
 - Review the '8 Forms of Waste' list

Review your processes for the 8 Forms of Waste

- Waste from Overproduction
 - **Producing services or information that no one needs / uses**
- Waste from Waiting
 - **Waiting for information or a process to be completed**
- Waste of Transportation
 - **Unnecessary report routing**
- Waste of Unnecessary Processing
 - **Multiple formats of the same information**
 - **Redundant or shadow processes**
- Waste of Excess Inventory
 - **Obsolete or redundant data on shared drives**
- Waste of Unnecessary Motion
 - **Searching for documents or other information**
- Waste from Product Defects
 - **Redoing applications or recreating reports**
- Waste from Behaviors or Underutilized People
 - **'We've always done it that way'**

Different Lean Tools

- Eight step problem solving process
- A3 Process Improvement Document
- Burst – Small scope
- Kaizen – Large scope
- Five S's – base level organization
 - Office
 - Lab
 - Electronic

8 Step Problem Solving Process

8 Step Problem Solving Process Plan – Do – Check – Act (PDCA)

	Step 1	
Plan	Define the Problem	<ul style="list-style-type: none"> What is the problem? How did you discover the problem? When did the problem start & how long has this problem been going on? Is there enough data available to contain the problem and prevent it from getting passed to the next process step? If yes, contain the problem.
	Clarify the Problem	<ul style="list-style-type: none"> What data is available or needed to help clarify, or help understand the problem? Is it a top priority to resolve the problem at this point in time? Are additional resources required to clarify the problem? If yes, elevate the problem to your leader for help, write the right process and form a team. Consider a Lean Event (Duttl, Durst, Ritz Project). Ensure the problem is contained and does not get passed to the next process step.
	Define the Goals	<ul style="list-style-type: none"> What is your end goal or desired future state? What will you accomplish if you fix the problem? What is the desired timeline for solving this problem?
	Identify Root Cause of the Problem	<ul style="list-style-type: none"> Identify possible causes of the problem. Prioritize possible root causes of the problem. What information or data is there to validate the root cause?
	Develop Action Plan	<ul style="list-style-type: none"> Generate a list of actions required to address the root cause and prevent problem from getting to others. Assign an owner and timeline to each action. Start actions to ensure completion.
Do	Execute Action Plan	<ul style="list-style-type: none"> Implement action plan to address the root cause. Verify actions are completed.
Check	Evaluate the Results	<ul style="list-style-type: none"> Monitor and Collect Data. Did you meet your goals defined in Step 3? If not, repeat the 8-Step Process. Were there any unforeseen consequences? If problem is resolved, remove activities that were added previously to contain the problem.
Act	Continuously Improve	<ul style="list-style-type: none"> Look for additional opportunities to implement solution. Ensure problem will not come back and communicate lessons learned. If needed, repeat the 8-Step Problem Solving Process to drive further improvements.

A3 Document

Title						
Background		Countermeasures				
		Suspected Cause	Action Item	Responsible	Due	Finding
		1.				
		2.				
		3.				
		4.				
		5.				
		6.				
		7.				
		8.				
		9.				
Current Condition		Effect Confirmation				
Goal		Follow-up Actions				
		Investigation Item	Responsibility	Due	Status	
		1.				
		2.				
		3.				
		4.				
		5.				
		6.				
		7.				
Root Cause Analysis						

A3 Project Lead:

DIYL003

Version 1.1

Updated:

A3 Team Sponsor:

A3 Process Improvement Document

Problem-Solving A3



The PDCA cycle is overlaid on the A3 template:

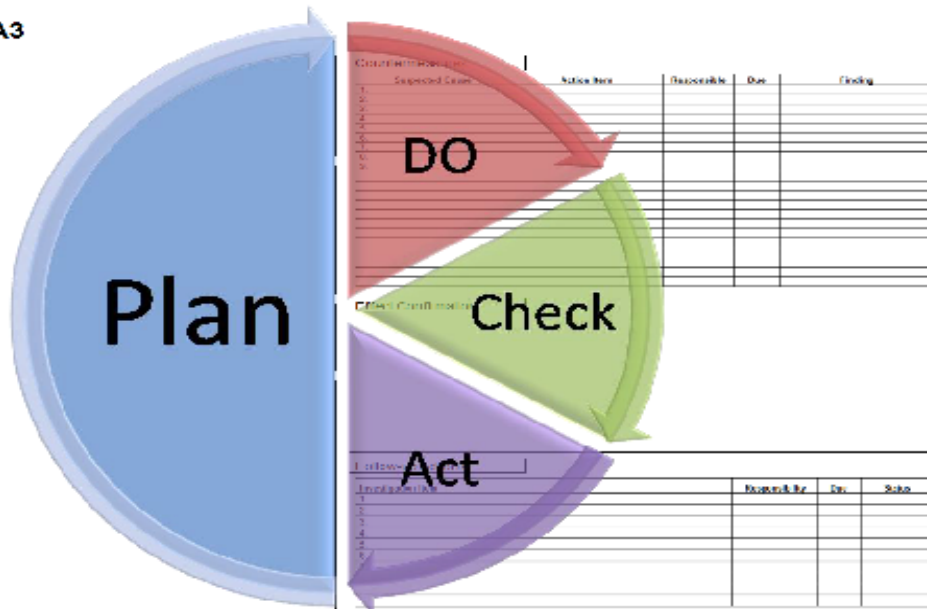
Problem-Solving A3

Background

Current Condition

Goal

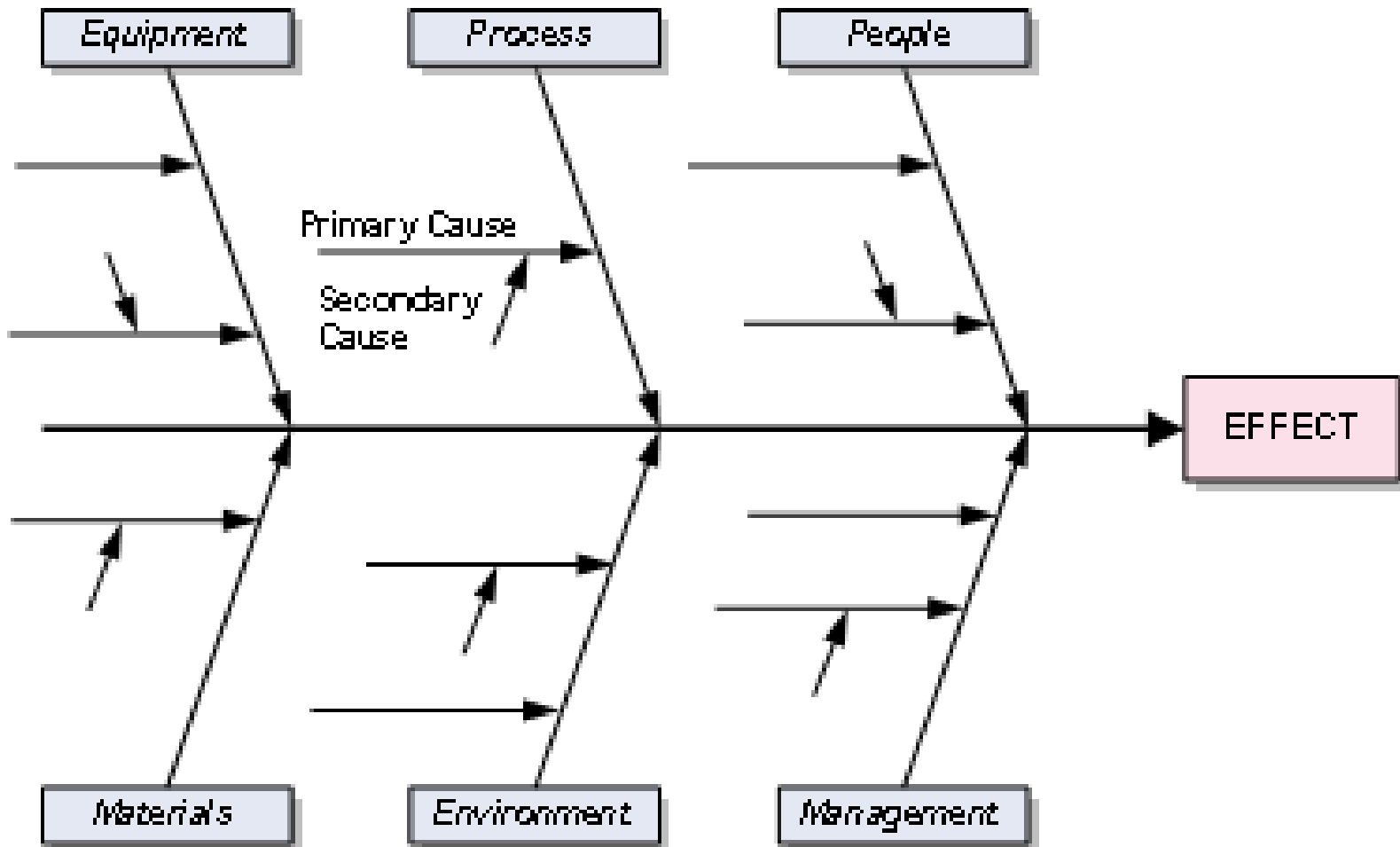
ROOT CAUSE ANALYSIS



Root Cause Analysis

- 5 Whys – Jeff Bezos Example
- Cause & Effect Diagram
 - Fishbone Diagram

Cause & Effect Diagram aka – Fishbone Diagram



Completed A3 Document

ISSUE

Patients do not receive desired food choices.

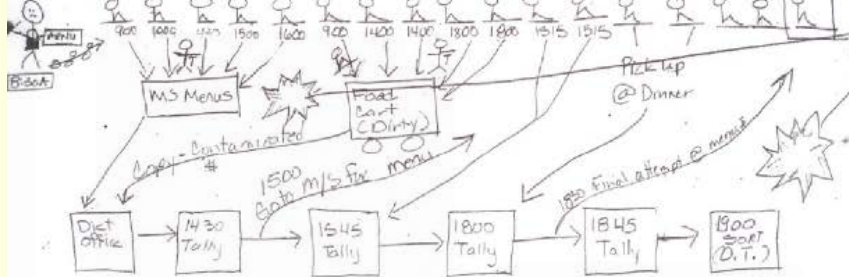
BACKGROUND

Menus not completed/collected in timely manner.

Tabulation not completed prior to 7pm, causing 2-3 hours OT/week

CURRENT CONDITION

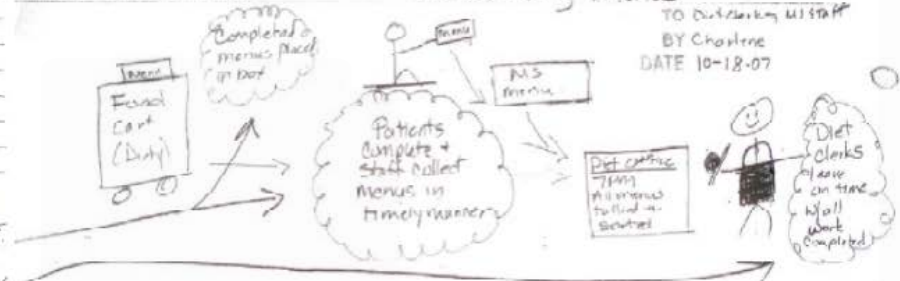
1000 1000 1000 1000 1000 1000 1000 1000 1000 1000 1000 1000 1000 1000 1000 1000 1000 1000 1000 1000



PROBLEM ANALYSIS

- ① Menus not completed
 - Why? Cannot complete menu
 - Why? No glasses; waiting for family;
 - Why? Cannot find / did not receive
 - Why? Holding under Bible
 - Why? Paper based menu
 - Why? Always have had paper menu
 - Why? In isolation room
 - Why? Nur. Serv. Staff cannot enter room
 - Why? Infection control policy
 - Why? Patient admitted late in day
 - Why? Involved w/ nursing
 - Why? Unable to deliver menu
 - Why? Too near pat / room
- ② Menu put in dirty food cart
 - Why? PCT stated "Too lazy to walk down hall & put in diet Diet"
 - Why? Pct stated "Diet - want to put in pocket + forget"
 - Why? Patient puts on tray w/ food
 - Why? N/S - messy menu
 - Why? Infection control policy

TARGET CONDITION



TITLE Gathering menus

TO Outgoing Staff
BY Christine
DATE 10-18-07

COUNTERMEASURES

- 1) Diet clerk: Please will take time for can plates. Please have menu completed within 2 hours. Place on over-time bin table when complete.
- 2) PCT & Nur. Serv. staff needs encourage completion of menus, table for completed menus. Place completed menus in collection boxes.
- 3) Another collection box(es) needs to be available.

IMPLEMENTATION PLAN

what	who	when	outcome
Set time limit on menu & place for menu	Christine/Kott/Benise	11-1-07	menus completed in timely manner
Diet clerks to tell patient of time limits	Christine/Ben/Benise	11-1-07	menus completed in timely manner
Place boxes on top Med Surg carts inform PCT	Christine/Kott	11-1-07	Menus placed in boxes instead of on dirty trays

COST \$200 for boxes
family menus - TEST

COST-BENEFIT-WASTE RECOGNITION
Save paper, labels, time for reorganizing
(100)(.5)(.30) = 15 diet of food \$ 2.75 2.25 OT yr

ALLOW UP

Burst Events

- Very narrow scope
- Short time frame – less than one day
- Fewer people needed in the discussion (but not always)
- Fewer number of action items

Kaizen Events

Brings together:

- the leadership of a process, who have recognized a need and documented a “case for change”,
- with customers, frontline workers, and other stakeholders in the process

in a structured, facilitated discussion lasting **up to** three full days.

What is the purpose of the Five S process?

To assist individuals to become more organized and productive by enhancing their ability to:

- 1) effectively collect
- 2) efficiently store, and
- 3) quickly retrieve

relevant materials, supplies, hardcopy and/or electronic information.

The Five S's are:

1. **Sorting:** Separating the needed from the not-needed.
2. **Simplifying:** A place for everything and everything in its place. Create information storage systems that another person could easily understand.
3. **Systematic cleaning:** Create time in your schedule to routinely maintain a clean work environment
4. **Standardizing:** Develop and document common methods to maintain consistency
5. **Sustaining:** Hold your gains and continue to improve.

Common shared file organization



Lab Five S Successes



Campus Lean Successes

Clinical Trials Contract negotiation time reduced **77%**

7 weeks (after LEAN)

31 weeks (before LEAN)

Voluntary Retirement Savings Program review time reduced 93%

48 hrs.

650 hours annually (before LEAN)

Building Project Accounting Capitalization – one persons time reduced 99%

3 hrs.

6 weeks annually (before LEAN)

Organ Transplant Clinic
“Work in Progress” reduced **88%***

20 cases

163 Outstanding Cases (before LEAN)

Organ Transplant Clinic
“Time to Evaluate” reduced **82%***

60 days

340 days (before LEAN)

Pharmacy Prescription Processing mail-out lead times reduced **89%†**

3 days

14 days (before LEAN)

*2010 Winner, Iowa Business Council “Partners in Efficiency Award”

†2010 Finalist, Iowa Business Council “Partners in Efficiency Award”



Iowa Lean Consortium

- At least 10 events per year sponsored by the Consortium

March 5

Keep the Lean Fire Burning

Hosted by HNI Hearth & Home at
Iowa Wesleyan College
Mt. Pleasant, IA

[Learn More](#)

May 7

Problem Solving to Align
Purpose, Process &
People

Presented by:
Tracey Richardson
Ames, IA

[Learn More!](#)

June 7

Swim Lane
Mapping

Kreg Tool
Huxley, IA

[Learn More](#)

October 30

ILC Conference

Keynote Speaker:
Jamie Flinchbaugh

[Details Coming Soon!](#)

- Members offer internal training to members
- Event attendance is free to all U of I staff
- List on other information and resources on website
- <http://www.iowalean.org/> - Go to Members Area

Keys to Success

- It takes true commitment and a change in culture –
Be the change you wish to see
- Those who do the work should be those who develop the new process
- Involve all affected stakeholders
- Make changes now
- Practice accountability
- Leadership determines the success or failure of any Lean initiative!!

“If you change the way you look at things, the things you look at will change.” - Unknown

Contact Information

- For further information or assistance
 - richard-see@uiowa.edu – 384-0766
 - <http://www.uiowa.edu/hr/workconsult/lean/index.html>
 - Organizational Effectiveness – 335-2085
 - Other campus lean leader contacts:
 - UI Health Care: Randy Fry – randy-fry@uiowa.edu
 - State Hygienic Laboratory: Lorelei Kurimski – lorelei-kurimski@uiowa.edu