

Interaction

Research News

Seattle Children's Research Institute

November 2010 vol.6 no.10

Special Interest



Designing a Roadmap for Cure: Planning the Next Five Years [Page 2](#)

Hope. Care. **CURE**. Strategic Planning at the research institute is underway. Throughout October, faculty and staff came together to provide input on draft strategy sentences and initiatives to pave the road for the next five years. This collaboration and engagement will lead the institute into the future towards our goal of eliminating pediatric disease.



Developmental Disorder Research Takes a Broader and Deeper Slice of the Pie [Page 4](#)

Dr. William Dobyns, new principal investigator in the Center for Integrative Brain Research, brings an intriguing approach to discovering the underlying genetics and biological patterns evidenced in rare developmental disorders. His mission: To serve children with severe developmental handicaps once thought too rare to be truly researchable.



“See. Teach. Train.” [Page 6](#)

“Given the multiple external demands placed on researchers, it is our duty to minimize internal barriers to research and CPI is an excellent tool to move minds in this effort,” states Sara Muchinsky, research manager, Hematology/Oncology. In partnership with the Research Continuous Performance Improvement department (RCPI), Sara and others are gaining knowledge and experience with CPI principles and tools as they lead improvement efforts in support of Children's research enterprise.



Roundtables Offer Glimpse Inside the Process of Discovery – and the Passion of Supporters [Page 8](#)

The Research Champions roundtable event on Sept. 16 showcased not only the sometimes-hidden roots of how scientific discovery and inquiry begins, but also the dedication of community supporters who are coming together in the fight against pediatric disease.

Did You Know?

...that you can view the West 8th departmental floor plans on CHILD? Go to the Research tab and click on the [West 8th webpage](#) link to see who your new neighbors will be on floors 4, 5 and 6. And stay tuned as the West 8th design finish boards will soon be on display at Building 1. If there is additional information you would like to see on the West 8th webpage, please e-mail [Stefanie Morris](#).

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Click on the calendar icon to view upcoming research events.



SPECIAL INTEREST - STRATEGIC PLANNING UPDATE

Designing a Roadmap for Cure: Planning the Next Five Years

Planning for greatness takes just that planning. Sure, organizations historically have stumbled into luck but leaders in any field take steps to plan for opportunities, threats, and how they will respond to an ever changing environment.

This September marked the beginning of the Research Institute Strategic Planning cycle for 2012-2016. A critical step in our continued evolution, the planning will set the course for the next five years and directly impact the work we do and every aspect of our day-to-day work lives.

What is the approach?

This cycle of strategic planning consists of three phases. Phase One: Generation, Phase Two: Prioritization, and Phase Three: Finalization.

Phase One: Generation

Four strategic planning teams with sub-teams were created by the Center Director Advisory Committee (CDAC) and included members from the centers; Research Support Services (RSS); the foundation; and research and hospital leadership. They were tasked with creating a draft strategy sentence and a list of initiatives related to four broad areas of: Infrastructure, Facilities, People, and Discovery & Application. Teams were encouraged to think creatively and innovatively, and to not consider financial limits while brainstorming ideas.

At public forums, each team presented their drafts to all Seattle Children's staff and faculty for input and comment. In addition to the team chairs, the presenters included: **Eric Turner**, MD, PhD; **Drew House**; **David Moore**; **Jason Debley**, MD, MPH; **Eugene Kolker**, PhD; **Elizabeth Aylward**, PhD; **Erik Lausund**; **Anne Stevens**, MD; **Dedra Schendzielos**; and **Rachel Katzenellenbogen**, MD.

The drafts were also placed on CHILD for comment and input via electronic survey. The strategic planning chairs will incorporate comments from both the forums and surveys into the final draft.

"One of the most important aspects of strategic planning is the opportunity to participate in the process. All ideas, regardless of whether they make the final drafts, are important and by bringing these to light we can bring awareness and debate to vital issues. **We had 154 people on the teams, 171 participants in the public forums and 76 survey responses.** I think this is a big win," commented **Heather Lindemann**, PMP, director of the Project Management Office (PMO).

Financial check-in is the critical last remaining step in phase one to set the guardrails for the overall support from the hospital. The drafts will then be presented to the CDAC and Research Advisory Board (RAB).

Phase Two: Prioritization

The strategic planning timeline has been pushed back to accommodate competing project priorities at the hospital. The strategic planning teams anticipate that they will focus on the prioritization of the ideas generated in Phase One at the beginning of 2011. More information about this process will be sent out once finalized.

Phase Three: Finalization

Integration into the overall hospital strategic planning process and celebrating completion will mark the final phase. The plan will be communicated out and ongoing metrics and tracking implemented. [Continued on Page 3](#)

RESEARCH BITS

Exhibit at Pacific Science Center Intends to Educate Kids on the Importance of Health & Wellness

Seattle Children's Research Institute is partnering with the Pacific Science Center and other health organizations - providing experts, information and support - to create the first new permanent exhibit at the center in more than a decade.

The exhibit, Professor Wellbody's Health & Wellness Academy, is scheduled to open in the fall of 2011. Six-thousand square feet of hands-on inventions, gadgets, activities and experiences will present health as a life-long process of balancing exercise, diet, proper rest and hygiene. Guests will "get their game on" in the Fitness Play Zone, dodge flying particles at the Sneeze Wall and glimpse their future self with interactive aging software.

Aside from sharing reliable health and wellness information, the exhibit relies on the expertise of scientists from Seattle Children's. **Amanda Jones**, PhD, director of Health and Science Education Outreach, is a member of the exhibit's Content Support Committee and **Michelle Garrison**, PhD, research scientist, is sharing her knowledge on risk behaviors. Additionally, **Betsy Greer**, research marketing manager, will represent Seattle Children's on a "Wellness Think Tank," a group of marketing and communications professionals from the exhibit's sponsoring organizations who will develop strategies for sharing information and building awareness of the exhibit in the community. Sponsorship support for the exhibit is being provided over the next two years by Seattle Children's through both the research institute and the Marketing and Communications department.

More information about Professor Wellbody's Health & Wellness Academy will be made available as the exhibit nears completion. [Irn](#)

Designing a Roadmap for Cure: Planning the Next Five Years [Continued from Page 2](#)

Will we really implement these ideas?

Think about it a minute. Where were we five years ago? Were you even here? The research institute did not even exist. We were still a department of the Children's Hospital & Regional Medical Center enterprise. All we had were two floors in Met Park West, a small lab space at 307 Westlake and a tiny little conference room. And in that same tiny room, we housed the very first Research Symposium organized by the Research Staff Steering Committee (currently known as the Research Staff Development Committee) that barely fit 10 posters, 30 people and some snacks without hitting fire code.

Now look at us today. We are the Cure in Hope. Care. Cure. We are one third of a three part enterprise known as Seattle Children's. We have 10 floors of research space, a Good Manufacturing Process (GMP) facility on the way, and many more brilliant scientists in our midst. We have seven research centers, a center for pediatric bioethics, and the Global Alliance to Prevent Prematurity & Stillbirth (GAPPS). We have achieved this tremendous growth directly because as an entity we engaged in strategic planning and we followed through with the initiatives that we set out to accomplish.

How can you participate?

Now it is time to envision an even better future. Every single one of you has information and experience as a part of our research institute that can contribute to this process. In phase two, the 274 initiatives will need to be prioritized – and you will get to be part of that process.

Resources

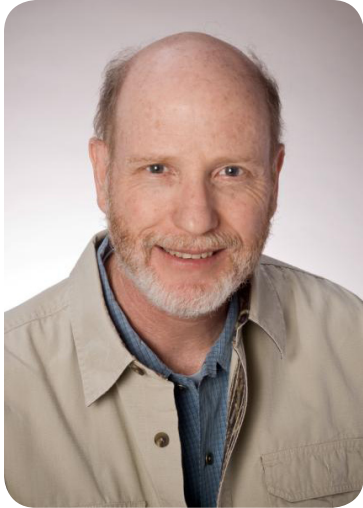
Please visit the [Research Strategic Planning Page on CHILd](#) or you may contact [Heather](#) or [Angel Latterell](#) with questions. [Irn](#)

Free Health Literacy E-Course Available for Researchers

Group Health and the Institute of Translational Health Sciences are launching a free health literacy e-course that addresses the use of confusing medical jargon not only in doctors' offices, but also in medical research studies. Online training will help researchers use plain language in studies. [Review the news release.](#)

SPECIAL INTEREST - PRINCIPAL INVESTIGATOR FOCUS

Developmental Disorder Research Takes a Broader and Deeper Slice of the Pie



Dr. William Dobyms, Center for Integrative Brain Research

As one of Seattle Children's Research Institute's newest Principal Investigators, Dr. **William Dobyms** is also a new resident of West Seattle where he claims to enjoy some of the best people watching opportunities on the planet. And Dr. Dobyms would know. As a leading researcher in developmental disorders, he is an expert observer, honing his skills throughout a career that has experienced a dramatic rise in the understanding of genes and the advancement of technology.

Following two fellowships in genetics and neurology, Dr. Dobyms began a clinical project to define developmental disorders that eventually grew into a lab with Dr. Dobyms leading his own research projects. As his career progressed, Dr. Dobyms began to study the biological underpinnings of "birth defects". As he researched he realized that what he encountered were not truly birth defects and thus began to employ the term developmental disorder to describe more accurately what he was seeing. His observations have led him to refocus in the last few years, viewing developmental disorders even more broadly. "Initially, I focused on birth defects that I thought were isolated and occurred by themselves. I thought they would then have their own set of genes rather than sharing genes with other disorders, but what I found was birth defects and other mental retardation conditions occur in

combination." Dr. Dobyms explains, "They are not isolated; they are all in the middle of a large pool of overlapping developmental mental disabilities...So the idea that you can study mental retardation or more timely, autism, in isolation is wrong."

Although any one developmental disorder may seem rare, serious developmental delay affects approximately 5% of children in the United States for a total of over one million children. When you begin to look at these disorders collectively, they are not so rare. "My research really takes a different slice of the pie, a broader and deeper slice. It is this broader perspective that may help to serve children with severe developmental handicaps once thought too rare to be truly researchable." Dr. Dobyms believes that finding the genetic causes to more severe conditions will then lead researchers to discover answers for milder conditions like autism. "I personally think this is the most rational scientific approach to understanding developmental disorders in humans generally. There is a huge range of disorders that are really just overlapping conditions. As researchers, we need only separate individual disorders for genetic studies...and then we must put them back together to better see the spectrum..."

As for Dr. Dobyms plans in Seattle, he will devote most of his time to research endeavors but will continue to work in clinic where many of his new ideas originate. As a national expert on many rare developmental disorders, he sees himself as a resource for families that have come to a roadblock in discovering what happened to their child and why it happened. He notes that "Families want answers that existing textbooks don't have," and this fuels his research efforts. Bringing a database of over 4,500 patients with developmental brain disorders, the largest collection of samples from children with severe mental disorders in existence, Dr. Dobyms is now in a position to look for patterns to better understand what combinations of developmental disorders work together. "My goal is to take a wide range of developmental disorders and pick the ones that are ripest to understand... and eventually take those genes back to an experimental system to understand what they do. My hope is the sample set combined with the expertise available here will speed up the pace of discovery."

A number of factors drew Dr. Dobyms to Seattle. Commenting that his program has outgrown what one individual is capable of, Dr. Dobyms "hopes to find someone younger to help and further develop the program to increase what we can do for science and families." Dr. Dobyms is truly excited about the people he is and will be working

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STAFF SPOTLIGHT

Service With a Smile

In continuation of the Research Staff Development Committee's (RSDC) staff spotlight articles, this month Interaction looks to outcomes research. The chosen party:

Leticia Holleman, clinical research associate in the Center for Child Health, Behavior and Development (CCHBD).

Leticia joined Seattle Children's Research Institute after discovering a love for writing research papers in college. According to Leticia, applying for a job in research was a "natural progression to be involved in 'how' research is accomplished." She supports Principal Investigators (PIs) Dr. **Cari McCarty** and Dr. **Mollie Grow**, and her daily routine is constantly changing.

For the ACT! (Actively Changing Together) Study, she designed an orientation to provide families with important information for participation. ACT! is based at YMCA sites where she collects, reviews and tracks measurements of each participant two times a week for 12 weeks. Back in the office, she is busy entering participant data and following up with families.

Likewise, Leticia has her hands full with Dr. McCarty's "Role of Depression in the Development of Alcohol Problems Among Adolescents" and "Preventing Depression" studies. She has similar responsibilities to ACT! and has had to learn EndNote (a bibliographical database), in which Leticia developed a tracking system for coding and entering data for verified articles that helped save time. She also processes reimbursements,



Leticia Holleman, clinical research associate in the Center for Child Health, Behavior and Development

check requests, purchase orders and submits progress reports, not an easy task considering her work load.

Leticia is a great asset to the CCHBD and brings a refreshing personality for coworkers and research participants. No matter how long her days are or how much is going on at work and home, she makes time for everyone and always has a smile on her face. She has four beautiful children, all teenagers, and a very loving husband serving in the Navy for almost 20 years. Constantly on the go, Leticia "survived the Rock-n-Roll marathon" this past June. Her newest goal is she would like to return to school for her Masters in Social Work with a focus on childhood obesity and depression in adolescents. **lrn**

Developmental Disorder Research Continued from Page 4

with as well as being part of a larger community seeking to solve complex medical problems. "... One thing you can't replace is the ability to talk to people on a day-to-day basis who are thinking interesting thoughts and who bring an experience and perspective that you can't. Staying on top of all the new technology and several fields that intersect can be difficult. That's what's great in Seattle. Rather than having people in different regions, you have someone across the hall who can provide expertise. It's a rich playing field and environment."

Although moving to Seattle has been a monumental task, Dr. Dobyms and his wife look forward to settling in a few short blocks from Alki Beach, another opportune place for people watching. They also hope to resume observation of another species – the canine variety. While in Chicago, the Dobyms' worked closely with rescue groups and humane societies to foster and rehabilitate rescue dogs in their home. And as far as people watching is concerned, the Seattle community will certainly be seeing great things from Dr. Dobyms' laboratory in the future. **lrn**

The Treuman Katz Center for Pediatric Bioethics relocated offices from Met Park West to Building 1, 6th floor on Oct. 29. Their new mailstop will be C9S-6. Please update your records/files to reflect this address change.

DEPARTMENTAL HIGHLIGHT

“See. Teach. Train.”

Focusing on what we can do, rather than what we cannot, is an essential mindset of continuous performance improvement (CPI). With teamwork, collaboration and resourceful ideas, this year the small team in Research CPI (RCPI) was able to bring CPI methodologies into the research institute through training, coaching and leading events, all the while continuously learning themselves.

Successful transformation of an organization begins with leadership and the power of the “See. Teach. Train.” model of learning. RCPI coupled a train-the-trainer approach with mentoring support designed to encourage the application of the CPI principles to ensure that concepts learned in the classroom are applied in the research work area. This strategy was important for two reasons. First, those who do the work know it best and therefore are best suited to evaluate areas to target, generate appropriate solutions and implement improvements. Second, by using CPI knowledge in a practical and standard way, CPI is more easily integrated into every day work.

Selected accomplishments in CPI at the research institute this year:

- Eighteen research leaders trained in the fundamental concepts of CPI and are now certified to teach and train their staff.
- RCPI partnered with the hospital CPI A3 expert, **Lucinda Getz**, to teach the first A3 class at the institute. RCPI will add more A3 courses at Building 1 in the coming year.
- Ten research leaders attended a full week of CPI Leader Training while others took advantage of the training for 5S, CPI Fundamentals and/or A3 at the main campus.
- RCPI led or coached others at the institute in completing 17 improvement events (surpassing the stretch goal of 16 events) involving over 135 faculty and staff members. These events improved processes in departments such as Hematology/Oncology, the Pediatric Clinical Research Center, the Institutional Review Board,

JoAnn Staheli, process owner and team member in a recent CPI Focused Event and supervisor in the Office of Research Finance observed, “The team effort and synergy was amazing. **There are many CPI tools to help streamline our own work areas as well as for engaging in cross functional team efforts.** I look forward to seeing what Fiscal Year 2011 brings.” (See related article on the Milestone Invoicing Startup Focused Event on [page 11](#)).

the Office of Sponsored Research, the Office of Research Finance, Information Technology, Technical Operations, Building and Operations, the Office of Animal Care and with research partner organizations.

- RCPI team facilitated improvement efforts across organizational and institutional boundaries including a Research Protocol Implementation with Fred Hutchinson Cancer Research Center and Private Gifts and Grants Processing with the Foundation.
- The 5S process (Sort, Straighten, Scrub, Standardize and Sustain) is being applied to both pre-and post-move preparations for the move to West 8th. The application of this foundational CPI tool will ensure that only needed items are relocated and that shared work and common supply areas are simple, standard and easy to maintain.

Beyond training and encouraging involvement in point improvement efforts in FY 2010, RCPI focused on developing the building blocks for future improvement strategies at the institute. The RCPI team worked with consultant **Joan Wellman** from Joan Wellman and Associates to develop the research institute's Value Stream Architecture which will provide a structure to link improvements and direct the work ([See figure 1](#)). The first value stream to be mapped is the Technology Transfer Value Stream which will drive improvements in transferring research innovations to patient populations.

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DEPARTMENTAL HIGHLIGHT

“See. Teach. Train.” [Continued from Page 6](#)

Next year, RCPI will emphasize 5S and other foundational elements of CPI while broadening their reach further with the “See. Teach. Train.” implementation model. As many of those who participated in this training to date would attest, it can be further defined as “See. Teach. Train & Do.”

The quote that is found on the CPI Communication board in the Hospital Core Lab simplifies the essence of CPI:

“Change is disturbing when it is done to us. Change is exhilarating when it is done by us.”

~Rosabeth Kantor

Key Terms

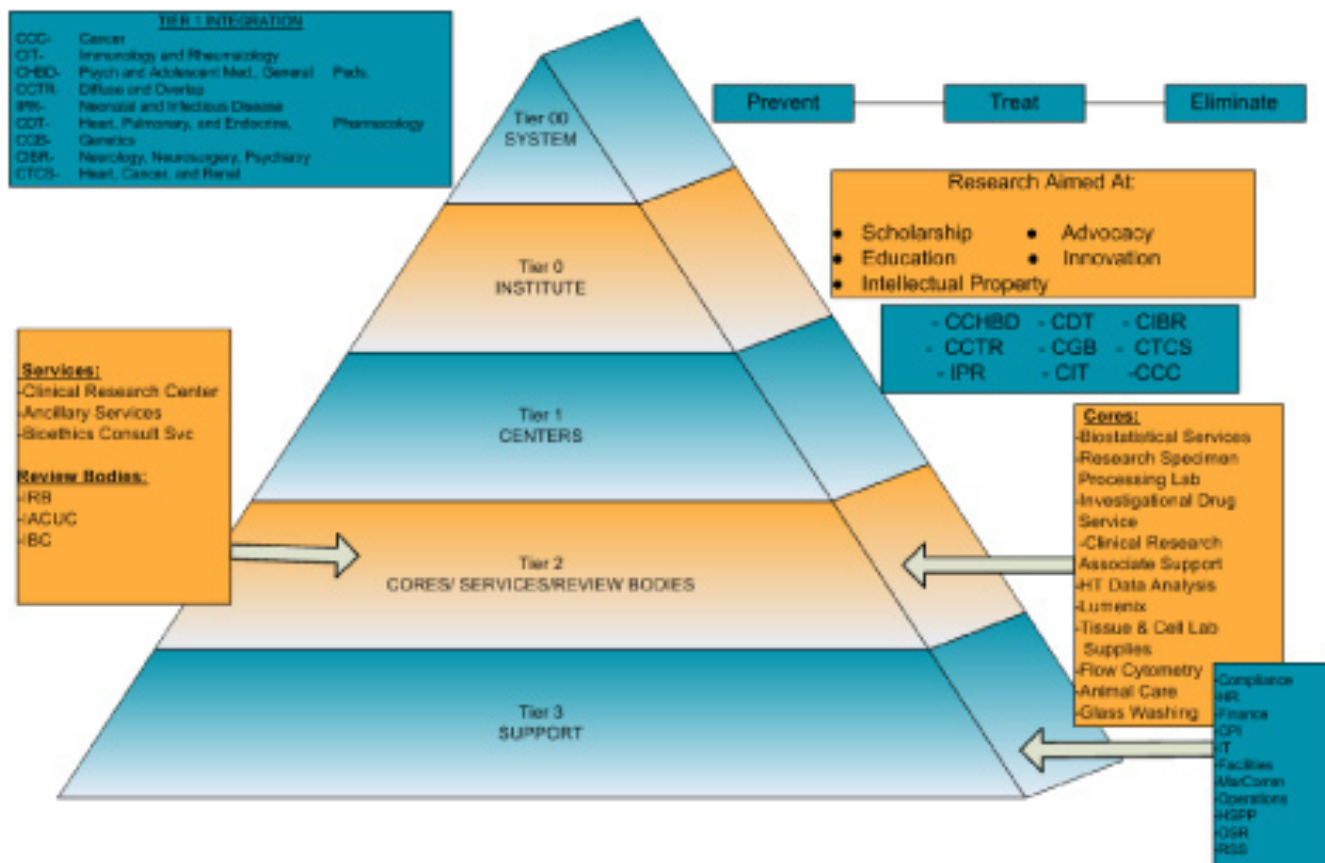
A3 – A simple tool and approach to use in problem solving that uses an 11X17 inch piece of paper.

5S - A visual control system that gets everyone involved in creating and maintaining workplaces that are organized, streamlined, efficient, energizing and productive.

Value Stream – All of the activities needed to design, order, produce and deliver services to a customer.

Value Stream Architecture – An organizational map showing how value streams are related.

Figure 1: Value Stream Architecture



RESEARCH BITS

Roundtables Offer Glimpse Inside the Process of Discovery – and the Passion of Supporters

It started with a brief comment at the end of a meeting, an observation by a cardiac surgeon on what he was seeing as he operated on patients with a fairly common heart defect. The comment struck a chord with a renowned developmental biologist at the meeting whose expertise is in heart formation. The topic was coarctation of the aorta, a birth defect characterized by the narrowing of the aorta - the main blood vessel of the heart. As they spoke further, the conversation planted the seed for a promising research collaboration that will bring together investigators from a clinical program and a research center with a common purpose: to prevent heart disease and improve cardiac care.

This type of insight into the research process – how impromptu questions and ideas can sometimes lead to new avenues of research – distinguished the recent Seattle Children's Research Champions roundtable discussion on Sept. 16. The event, "Innovations in Pediatric Cardiology," was held at the research institute and featured cardiac surgeon **Gordon Cohen**, MD, PhD, co-director of Children's Heart Center, and research scientist **Mark Majesky**, PhD, associate director in the Center for Tissue and Cell Sciences. They spoke about how a joint research project may be able to better identify children at risk for coarctation of the aorta and provide surgeons with a better imaging tool to more accurately guide diagnosis and surgical removal of the affected area of the vessel.

Members of Seattle Children's Research Champions philanthropic program and guests attended the event and witnessed the interaction between basic scientists and hospital clinicians that we see every day at Seattle Children's Research Institute. "I was very impressed with the level of collaboration between Dr. Cohen, the 'hands-on' cardiac surgeon, and Dr. Majesky, the innovative research scientist," said **Eric Mann**, a Seattle Children's supporter and guild member who attended the roundtable.

Throughout the event, the common theme was the importance of research in helping Seattle Children's achieve its mission. "Pediatric research is about understanding the causes of diseases and preventing them so children do not have to go through treatment later," said **Barbara Mann**, a trustee on the Seattle



Left to Right: Drs. Gordon Cohen and Mark Majesky speaking with Seattle Children's supporter Eric Mann.

Children's Guild Association Board who came to the event.

"As NIH funding becomes more difficult to obtain, with fewer grants being awarded and competition increasingly tough, the support of the Research Champions program is critically important to explore new ideas and move them forward toward clinical application," said Dr. Majesky. "I was impressed by the energy, curiosity and sense of shared purpose among the audience present at our Research Champions event."

There are now more than 200 Research Champions. The Research Champions program supporters include Lead Program Sponsor, BN Builders, and two Founding Sponsors, Touchstone Corporation and VECA Electric Company, Inc. To learn more about the Research Champions program, please contact [Brenda Majercin](#) at (206) 987-4979. **irn**

Ben Wilfond, MD, was elected as a Fellow of The Hastings Center. The Hastings Center is an independent, nonpartisan, and nonprofit bioethics research institute founded in 1969. The Center's mission is to address fundamental ethical issues in the areas of health, medicine, and the environment as they affect individuals, communities, and societies. Hastings Center Fellows are an elected association of leading researchers influential in the fields in which the Center is engaged.

RESEARCH BITS

The Revolution: Harmonizing Research Efforts to Improve Global Health

You Say You Want a Revolution

A critical challenge for researchers seeking answers to prematurity, stillbirth and other pregnancy outcomes is a lack of standardized data and biospecimens from pregnant women and newborns. The Global Alliance to Prevent Prematurity and Stillbirth (GAPPS) organized a groundbreaking meeting - held at Seattle Children's Research Institute - with 35 leading scientists to explore opportunities to harmonize prospective data and samples across multiple collection sites.

A key goal of the meeting included determining the interest in and feasibility of creating a global research network to accelerate basic and translational research that will improve health outcomes here and around the world.

"Perinatal health research has languished due to the lack of access to quality, standardized, prospective collections of maternal, paternal, and newborn data and specimens. A harmonized approach to data and specimen collection will catalyze discovery science and

innovations - in the same way it has moved forward progress in cancer research," said Dr. **Craig Rubens**, the executive director of GAPPS and facilitator of this meeting.

You Say You Got a Real Solution

Specific discussions focused on the feasibility of identifying a minimum set of data, and establishing common definitions and classification systems. Participants represented low-, middle- and high-income countries and included representatives from large, prospective collection sites of maternal and newborn data and specimens; experts in environmental health, basic and systems biology, bioinformatics, and bioethics; and funders. The meeting was funded by the U.S. Centers for Disease Control and Prevention.

Members from the GAPPS Repository also participated in the discussions. The GAPPS Repository is a growing collection of more than a 1,000 biospecimens. This collection complements Seattle Children's existing Research Specimen Processing Lab (RSPL), which manages acquisition and

processing of many samples for institute investigators. The centralized management system may be used by centers and departments throughout Children's for tracking and storage of other specimen collections. To learn

more about the GAPPS Repository, please see the GAPPS article in the [January 2010 issue of Interaction](#).

You Say You'll Get More Innovations

More than 90% of the participants surveyed said they would like to create a collaborative consortium to partner on studies across multiple countries and settings. Participants agreed to convene an interdisciplinary strategy workgroup to help establish a global research consortium. Next steps for the workgroup are outlined below:

1. Identify programs that may want to participate, particularly those that represent high-risk populations or regions
2. Determine how to take advantage of existing research infrastructures
3. Identify common phenotypes
4. Identify minimal data sets nested in optimal data sets
5. Develop mechanisms for sharing repository information
6. Identify an approach to data sharing that may be replicated globally
 - Classification systems
 - Governance

A global research consortium will accelerate research and the development of diagnostic, prevention and treatment strategies for prematurity, stillbirth and potentially many other adverse health outcomes.

Please visit the [GAPPS Web site](#) or contact [Donna Russell](#) to learn more. **Irrn**



DEPARTMENTAL HIGHLIGHT

Operations Update: New Room Scheduler, Surplus Supply Program and Third Party Shipping Progress Report

Seattle Children's Research Operations (Research Ops.) department is making some important changes. First, the conference room reservation process at the research institute will receive a makeover. Second, Research Ops. has adopted two programs from the hospital which are already saving the organization money and reducing waste.

Research Conference Room Scheduling To Receive a Makeover

Soon, anyone at Seattle Children's will have the ability to reserve Building 1 and West 8th conference rooms directly through Microsoft Outlook. Changes are expected to roll out this fall at Building 1 and will be in place for the January 2011 move to West 8th. The new process will allow for recurring meetings to be booked making the process of reserving a room faster and more convenient for users.

Under the new system, [Track-It](#) will still be used to submit requests for IT support or security assistance for guest escorts at meetings. Some services will continue to incur a fee and reserving the Soundgarden conference room at Building 1 will still require approval from Building 1 Reception.

In an effort to make the new process user-friendly, the project team, led by Research Ops, includes individuals who are frequent room requestors. More information will be published as the new process is implemented. Please contact [Jena Lagasse](#), [Sara Smith](#) or [Eugenia Thomas](#) with questions, comments or concerns.

Want to save money on office supplies for your center?

Seattle Children's recently launched a new Surplus Supply Program which has already redistributed over \$27,000 in supplies to staff. The Supply Program is one of the many green initiatives underway at Children's. Staff can take advantage of the program by becoming a General User and requesting supplies directly from the Surplus Supply Program. To sign up, follow the instructions at the [Surplus Supply Program SharePoint site](#), which also has a link to the supply inventory.

To help make it easier to donate surplus supplies in Building 1, green office recycling tubs are located on floors 5-10 in the main office supply area near the mail slots. Please use the tubs to donate your surplus supplies. Items to donate include:

- Pens, pencils, flipchart markers, etc.
- File sorters and binders
- Desk organizers
- Ink cartridges
- Basic office supplies

Please be sure that your donated office supplies are in good working condition. Collection bins are coming to Met Park West soon and will also be available at the new West 8th location.

Third Party Shipping Arrangement Pays Off

In the Spring of 2009, Seattle Children's Sourcing department entered into a third-party shipping arrangement with Cardinal Health to utilize their OptiFreight program for inbound and outbound FedEx shipments. The arrangement allows Children's to ship via FedEx using Cardinal Health's proprietary shipping discounts. Shipping supplies

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DEPARTMENTAL HIGHLIGHT

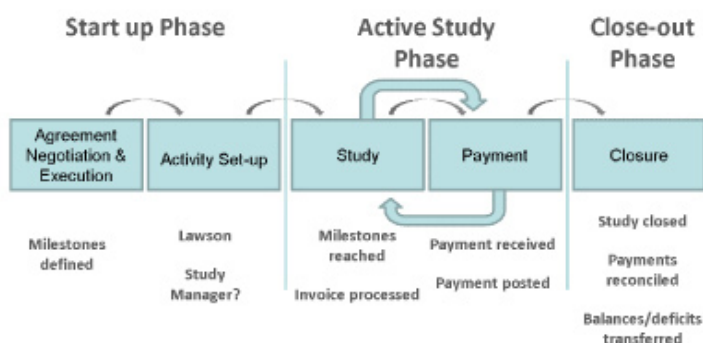
Lost Revenue? Not on OSR's & ORF's Watch

In order to increase revenue received from research contracts, the Office of Research Finance (ORF) and the Office of Sponsored Research (OSR) recently partnered to reexamine how these contracts are invoiced. One issue has been that invoices are occasionally not sent to industry sponsors upon the completion of a task (a milestone) identified in the contract as being eligible for payment. Unfortunately, the research institute doesn't know the cost to invoice because, as **John Streck**, chief, Research Operations, puts it, "We don't know what we don't know... we can't invoice hope." Generally, ORF only knows to send an invoice if both of two things happen: OSR clearly identifies the milestones; and the study team notifies ORF that a milestone task is complete. To fix these two processes, ORF enlisted the help of the Research Continuous Performance Improvement (CPI) team.

To address the first part of the milestone invoicing process, ORF and OSR met for a week-long Focused Event. This preliminary event only looked at the 'Start up Phase' of the milestone invoicing process because this marks the end of the contract negotiation phase and the beginning of the internal milestone billing process.

Prior to the event, OSR would communicate to ORF what needs to happen in order to get paid using an activity set-up form. During the CPI event, ORF and OSR jointly created an addendum to the form in order to more accurately convey the information ORF needs to conduct invoicing.

Although the form addendum is still in the trial phase, both groups are excited by the progress made so far.



Milestone Invoicing Process

In early November, ORF and OSR will meet again to evaluate progress and refine their solution.

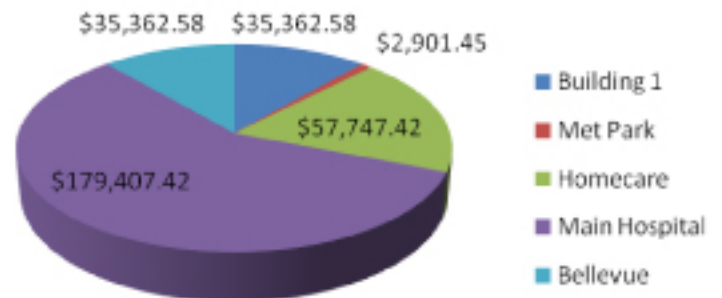
To address the second part of the process (the 'Active Study Phase'), ORF plans on hosting another CPI event after the move to West 8th. The goal of this event will be to enhance communications between the Centers' study teams and ORF regarding invoicing issues.

Please contact [JoAnn Staheli](#), accounting supervisor of grants and contracts, in ORF if you have any questions or would like more information. [Irn](#)

Operations Update [Continued from Page 10](#)

Cost Savings By Location

Sept 2009-Aug 2010



are still provided by FedEx and online shipping arrangements continue to be made through the FedEx Web site (Packages are still picked up and delivered by FedEx.). The only tangible difference a shipper may notice with this new process is the presence of a third party billing account number on FedEx air bills, which is the key to shipping through this third-party billing arrangement. Hard copy FedEx airbills and the online shipping accounts were updated with OptiFreight account numbers to ensure that all staff have access to these shipping savings. The cost savings have already totaled over \$300,000 in the past 12 months for Children's, with a 67% discount from listed freight rates. More information on FedEx for Building 1 and Met Park West occupants is available on the [Building 1](#) and [Met Park West](#) Webpages on CHILd. Questions? Please contact [Will Harvey](#) in Research Ops. [Irn](#)

RESEARCH BITS

StudyManager Improvements Reveal New Possibilities

StudyManager was implemented at Seattle Children's Research Institute on Jan. 1, 2007 as the preferred clinical trials management system (CTMS) to ensure clinical research billing compliance for study participant related clinical services. Over the past four years, Children's system for review of patient related research charges evolved in its sophistication and scope. At the same time, advances in Web-based technology enabled Children's StudyManager vendor to develop a new model for its CTMS, Reveal. The research institute has begun the process to transition to Reveal, with full implementation expected in early 2011.

Reveal was released as a replacement to StudyManager in September 2009. By waiting an additional year, the research institute is assured that the new technology was comprehensively tested by the vendor and other customers. Now, with a more recent version of Reveal, the vendor has implemented the additional functionality required to meet our institutional needs. Furthermore, the vendor has also fully developed a successful blueprint for migration of Children's existing StudyManager data.

From a user standpoint, Reveal is similar to StudyManager in form and function and it may be perceived as a new "version" of StudyManager. Reveal, however, is actually a brand new product. Like StudyManager, the database is built on a Structured Query Language (SQL) platform, but it now utilizes more advanced Web technology. It employs tab-based screens which work faster and offer

increased interactivity, ease-of-use and feature sophistication. With the new design, Reveal acts more like a desktop application even though it is still Web-based and accessible from any internet connection. One new feature is that Reveal works with a number of Web browsers and is not limited to just Internet Explorer, as StudyManager was.

Reveal also added increased functionality around study financial management that promises to allow the research institute to leverage currently collected information to provide transaction-based accounting and triggers for sponsor payment milestones and other financial tracking. The financial module is designed to enable researchers to project study financial needs, track study expenditures versus revenue status, and proactively reconcile study financials.

Currently, the research institute is in the initial planning stages of transitioning to Reveal. This includes the first-hand testing of Reveal's performance in meeting Children's institutional requirements. Research Information Technology (RIT) will also test Reveal integration capabilities with the existing clinical research billing compliance infrastructure.

From now until the go-live date of Reveal, there will be several opportunities for investigators and staff to view demonstrations and provide feedback. Additionally, there will be regular updates in Interaction. Inquiries related to Reveal should be directed to [Clint Vickers](#), StudyManager/Reveal administrator.

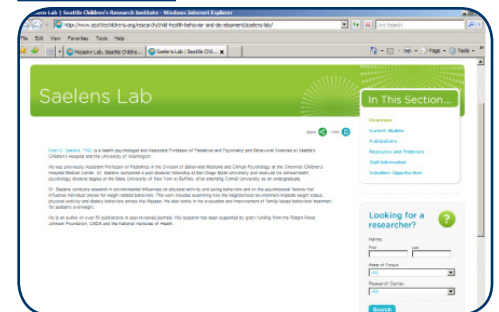
Irrn

What's Growing in Your Lab?

Two new lab Web sites at Seattle Children's Research Institute include overviews of current research, profiles of the members, publications, and contact information, with room to expand to feature collaborators, diseases, protocols, and more. Both the [Saelens Lab](#) and the [Majesky Lab](#) went live in 2010. The new content management system that powers [seattlechildrens.org](#) allows labs to move their Web sites to Seattle Children's and will offer self-authoring capability in 2011. The Saelens Lab and the Science Adventure Lab are currently beta testing the distributed authorship capability of the Web site to ensure an easy transition in 2011. If you are interested in creating a lab Web site, contact Research Marketing Manager [Betsy Greer](#).

View Seattle Children's Research Institute's existing lab Web sites:

[Saelens Lab](#)



[Majesky Lab](#)



RESEARCH BITS

A Serving Spoon, a Shovel and A Whole Lot of Hard Work Help Build Staff Community



In an effort to bring staff together to build our sense of community and network while supporting charities in the local Seattle area, the Research Staff Development Committee (RSDC) coordinated five

volunteer opportunities for staff in Fiscal Year 2010. Participating staff strengthened our sense of community by reaching out and helping those in need. The charities selected for volunteer events included:

1. [Ronald McDonald House](#) – Staff cooked and served a homemade meal to patients and families staying at the house.
2. [Washington Talking Book & Braille Library](#) – Staff registered and shelved books on tape and re-wound tapes for individuals unable to read standard print material.
3. [Habitat for Humanity](#) – Staff helped build homes for families in need by pouring foundation, laying kitchen tile, gardening and building closet shelves.
4. [Seattle's Union Gospel Mission](#) – On two occasions, staff served hot meals to occupants of Seattle's Union Gospel Mission as well as non-residents in need.

The RSDC would like to thank everyone who came out, dirtied their hands and offered their hearts to support causes in our community. "It is exciting to see the enthusiasm of research staff to come together for such good causes. This has been a great opportunity for staff to meet their colleagues and give back to those in need. I want to thank **Kori Flajole** and **Claire Wharton** for leading this huge effort and for all of those that volunteered," states **Lisya VanHousen**, RSDC chair. The RSDC will be planning future volunteer opportunities for staff based on this year's success.

For those interested in volunteering at a future event, please stay tuned as opportunities will be advertised and volunteers solicited throughout the coming year.

lrrn

Thank You Volunteers

Catherine Allen, Office of Sponsored Research
Natalie Beauchene, Center for Clinical & Translational Research
Ingrid Beck, Center for Infections & Prematurity Research
Gloria Bowen, Center for Clinical & Translational Research
Lynette Dufton, Center for Child Health, Behavior and Development
Andre Durudas, Center for Immunity & Immunotherapies
Jennifer Feigal, Center for Clinical and Translational Research
Kori Flajole, The Project Management Office
Susan Jacob, Research Pharmacy
Elie Karabunarlieva, Center for Infections & Prematurity Research
Delila Katzka, Research Continuous Performance Improvement
Carolyn Korfiatis, Treuman Katz Center for Pediatric Bioethics
Michelle Palmer, Office of Sponsored Research
Louis Paoletta, Center for Infections & Prematurity Research
Katie Pasichnyk, Center for Tissue & Cell Sciences
Sue Phillips, Research Institute Administration
Diana Prise, Center for Child Health, Behavior and Development
William Roden, Center for Integrative Brain Research
Jaya Sahni, Center for Immunity & Immunotherapies
Jennifer Soper, Center for Clinical & Translational Research
Janna Stults, Center for Clinical and Translational Research
Angela Tchao, Center for Tissue & Cell Sciences
Will Van Cleve, Hospitalists
Lisya VanHousen, Center for Clinical and Translational Research
Heather Violette, Center for Child Health, Behavior and Development
Claire Wharton, Center for Clinical and Translational Research
Jay Zignego, Center for Developmental Therapeutics

RESEARCH BITS

Annual RSDC Symposium Attracts Staff Through Keynote Speaker, Poster Presentations and Art Exhibit

On Sept. 22, 2010, faculty and staff from Seattle Children's Research Institute attended the Fifth Annual Research Symposium. This year's event was themed "**Coast to Coast Efforts for a Cure**" to showcase not only the work being done here in Seattle, but also the research institute's efforts across the globe. Sponsored by the Research Staff Development Committee (RSDC), the yearly symposium's intent is to highlight research efforts at the institute, build a sense of community, and provide networking and collaboration opportunities for faculty and staff.

This year's event featured Keynote Speaker Dr. **Phil Johnson**, chief scientific officer and executive vice president at The Children's Hospital of Philadelphia, presenting "Bypassing the roadblock to an HIV vaccine." Seattle Children's speakers included Dr. **Lisa Frenkel** and Ms. **Stephanie Anover-Sombke**. Dr. Frenkel discussed "Have policy makers given us an effective global approach to prevent mother-to-child transmission of HIV?" and Ms. Anover-Sombke's presentation focused on "Hyper IgE syndrome and STAT3 – a saga from the bedside to the bench and back".

In addition to speaker presentations, a poster session, networking opportunities, lunch and an art exhibit were also included in the program. Although space for the poster session was limited, faculty and staff made their way through the crowded area to view submissions by colleagues from bench, clinical, and outcomes research as well as Research Support Services. Poster submissions increased significantly this year as 40 posters were displayed throughout the venue, compared to 27 last year. Additionally, this year the RSDC decided to incorporate an art exhibit for researchers to visually showcase and describe their work to those outside of the lab. This showcase of research creativity was entitled: "Stepping Off the Carpet: Research Inspired Artwork." Fourteen photos were selected for the showcase (examples shown below).

The RSDC would like to thank all faculty and staff who attended the event, the speakers, and staff who participated in the poster presentations and art exhibit. Those that were unable to attend the event can view the speaker presentations via [Webcast](#). [Irn](#)



A handful of the lab art showcased at the Fifth Annual RSDC Research Symposium. Photos included a variety of lab visuals, from micro-centrifuge tubes containing lentiviral plasmid DNA to a close up of bacterial strain J2315 on an agar plate.

Responses to Staff Questions/ Suggestions

Did you miss the Straight Talk from the Top in August 2010 or submit a suggestion to the Research Staff Development Committee (RSDC) and wonder what happened? If so, please visit the [RSDC Web page on CHILD](#) where you will find the [webcast](#) from the August forum as well as questions and answers from previous forums.

If you have any questions or suggestions, please use one of the suggestion boxes at Building 1 or Met Park West, talk to an RSDC member or e-mail the [RSDC](#).

MONTHLY FEATURES

Welcome to Research at Seattle Children's

Center for Child Health, Behavior and Development

Libby Brockman, Clinical Research Associate II
Karen Burner, Psychometrist
Lori Montaperto, Psychometrist
Natalie Oman, Clinical Research Associate I
Kristen Pietila, Statistical Research Associate II
Sophia Teshome, Psych Clinical Services Coordinator

Center for Childhood Infections & Prematurity Research

Don Birch, Research Technician I
Eliora Gachelet, Research Technician III
Tai Heinzerling, Student Helper I
Dominique Washington, Student Helper I

Center for Clinical and Translational Research

Kelly Claar, Medical Assistant I
Sonja Kottke, Fellow-PhD
Katie Whitlock, Statistical Research Associate III

Center for Developmental Therapeutics

Chris Howard, Tech Commercialization Manager
Kate Iwamoto, Research Technician I

Center for Immunity & Immunotherapies

Sue Jeong, Student Helper I
Ausra Vastakas, Research Technician III

Center for Integrative Brain Research

Haily Butler, Clinical Research Associate I

Center for Tissue and Cell Sciences

Alexandru Baja, Student Helper I
Tina Fu, Student Helper I
Yongzhao Huang, Research Scientist III
Sarah Park, Research Scientist I
Karen Zemplenyi, Research Technician I

Global Alliance to Prevent Prematurity & Stillbirth (GAPPS)

Courtney Gravett, Research Associate II - Bench

Research Support Services (The Project Management Office)

Sarah Mann, Project Manager II

Monthly Green Tip*:

Keep Electronics out of the Trash

1. Keep your cell phones, computers and other electronics as long as possible.
2. Donate or recycle them responsibly when the time comes. Electronic waste (e-waste) contains mercury and other toxics, and is a growing environmental problem.
3. Recycle your e-waste.

The E-Cycle Program

As a registered collector with the Washington State Department of Ecology, [3R Technology](#) accepts most electronics for no recycling fee. If you have household e-waste, you can recycle the following CEPs (covered electronic products) at no cost at 3R Technology:

- Cell phones, pagers and PDAs
- Laptops and computers
- TVs (CRT, LCD and plasma) and monitors (CRT and LCD)

For more information on the E-Cycle Washington program, please visit the [Department of Ecology's Web site](#).

*If you have a "Green" tip to share, please send your idea to [Deana Rich](#) to be considered for a future issue of Interaction.

MONTHLY FEATURES

Promotions

Congratulations to all those recently promoted. Keep up the great work!

Center for Childhood Infections & Prematurity Research

Jonathan Ryan, promoted from Research Scientist I to Research Scientist II

Jeanette Staheli, promoted from Research Scientist IV to Research Scientist Senior

Center for Clinical & Translational Research

Stacey Morris, promoted from Administrative Assistant II to Administrative Assistant Senior

Carrie Pettler, promoted from Clinical Research Assistant to Clinical Research Associate I

Center for Immunity & Immunotherapies

Karin Golob, promoted from Student Helper to Scientist

Misty Noble, promoted from Fellow to Scientist II

Research Continuous Performance Improvement (RCPI)

Delila Katzka, PMP, promoted from CPI Consultant I to Program Manager

Policy Updates

Each month, Interaction keeps readers up to date on research policies that were posted to CHILD for peer review. There were no policies posted for peer review during the month of October. Please visit the [research policies Web page on CHILD](#) to view all past peer-reviewed policies, their accompanying responses and final versions.

We Want to Hear From You

Have an idea for an Interaction article or announcement? Please send your idea to the [Managing Editor](#) for consideration in a future issue.

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