

Many Services One Mission

ORS ACCOMPLISHMENTS AT THE NIH



Office of Research Services

Serving the NIH Community

BSB	Business Services Branch
DATS	Division of Amenities and Transportation Services
DEM	Division of Emergency Management
DFM	Division of the Fire Marshal
DFRS	Division of Fire and Rescue Services
DIS	Division of International Services
DLS	Division of Library Services (NIH Library)
DMMS	Division of Mail Management Services
DOHS	Division of Occupational Health & Safety
DP	Division of Police
DPSAC	Division of Personnel Security & Access Control
DPSM	Division of Physical Security Management
DRS	Division of Radiation Safety
DSEIS	Division of Scientific Equipment and Instrumentation Services
DVR	Division of Veterinary Resources
EMB	Events Management Branch
ITB	Information Technology Branch
MAB	Medical Arts Branch
OAM	Office of Administrative Management
OD	Office of the Director, ORS
OQM	Office of Quality Management
ORSAC	Office of Research Services Advisory Committee
PES	Program and Employee Services
SER	Security and Emergency Response
SR	Scientific Resources



Introduction

Our Mission:

The ORS provides responsive and dependable support to the NIH research mission by planning, directing and delivering regulatory activities, public safety, security, and services to enrich the NIH community.

Each day thousands of people come to the National Institutes of Health (NIH) to receive care, conduct research, share knowledge, or simply put in a good day's work. Whether they enter through a physical gateway or online, the Office of Research Services (ORS) is there, working to see that each experience is a safe and positive one.

ORS and its people are an integral part of life at NIH. We are the safety people, the service providers and library specialists, the event planners, the gatekeepers, the veterinary care monitors, and much more. We are the people who clear the way so NIH's mission can move forward seamlessly. We offer a diverse network of services, yet we have one common commitment. We foster the well-being and security of our patients, researchers, guests, medical professionals and staff—as we support each other, division by division. Excellence. Integrity. Collaboration. Customer focus. This is ORS, and these are our core values.

As an organization that works to support the NIH mission, we work across organizational boundaries to provide seamless services to our customers. Look anywhere on the NIH campus and you will discover ORS people making our mission come alive. Here are just a few accomplishments over the last couple of years that demonstrate our success.

Timothy J. Tosten, MPA

Acting Director, Office of Research Services (ORS)

Enabling Research

Helping to share research findings and discoveries with other research facilities all over the world.

Around-the-Clock Research, Around-the-Clock Support

Care of laboratory animals and facilities helps researchers take heart

The waiting list for organ transplants is growing longer every day. How can doctors address the severe shortage of organs that could save lives? One answer may be transplants using organs from different species. This approach, though not ready for implementation, has become the focus of ground-breaking research underway at NIH. When Dr. Muhammad Mohiuddin, chief of the transplantation section in NHLBI's Cardiothoracic Surgery Research Program, launched his study, he turned to the Division of Veterinary Resources (DVR) for support. His studies connected genetically modified pig hearts to the circulatory systems of five baboons, without full transplant. The baboons required constant monitoring and care. Dr. Mohiuddin's study resulted in record-breaking 30-month survival times. "This success would not have been possible without the help of DVR," says Dr. Mohiuddin.

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Resources and Technology: A Perfect Partnership

A custom touch that accelerates research on Alzheimer's Disease

During our multi-year partnership with the National Institute on Aging (NIA), “informationists” from the Division of Library Services (DLS) uncovered the need for a custom technology solution. That’s when the DLS Custom Information Solution team stepped in to help. They converted a 6,000 row spreadsheet into the International Alzheimer’s Disease Research Portfolio website. The site has become the primary way of informing the public about how Alzheimer’s funding is being spent by researchers around the world. The success of this solution has launched development of other new technology to support NIA’s research on the disease. Whether our customer is a major federal agency, or a single researcher, DLS blends librarianship with technology expertise to find solutions for pressing research challenges.

Neither Rain, Nor Snow, Nor Dark of Night

Reliable, time critical delivery of the mail

With all the emphasis on digital communications today, we sometimes forget that traditional mail services continue to be a powerful way for scientists and researchers to share the ideas and accomplishments of scientific and medical advances with colleagues. The Division of Mail Management Services (DMMS) provides safe, secure, accurate and timely transport of critical and mission-sensitive letters, biological samples and packages — and a constant commitment to reducing costs. Our customer-focused mail services help to share research findings and discoveries with other research facilities all over the world. Each year DMMS processes and delivers over 7.5 million pieces of mail.

Communicating Research

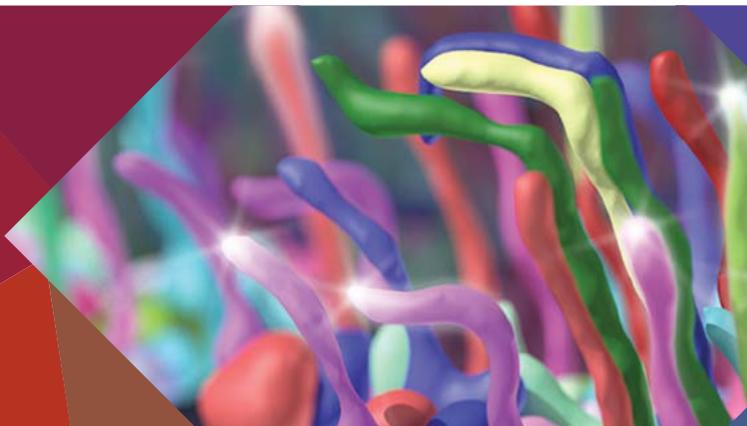
The team was recognized for “performing flawlessly” and for its “outstanding dedication, professionalism, and a positive spirit.”

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We are What We Eat

It takes a community to create national dietary guidelines

Every five years, the *Dietary Guidelines for Americans* must undergo an intensive review and update. The US Department of Agriculture and the US Department of Health and Human Services are the agencies responsible for this cornerstone of federal nutrition policy that helps Americans make healthy choices for themselves and their children. During the research and development process, ORS was behind the scenes serving as ‘Action Central.’ The Division of Library Services (DLS) managed literature searches, set up collection methodologies, and organized storage of the data. There were webinars to plan, videos to produce, security logistics to handle, travel itineraries to arrange, and people to feed. The Events Management Branch (EMB) and Business Services Branch (BSB) coordinated seven special ORS teams to cover it all and make sure the on-going work of the Dietary Guidelines Advisory Committee came together like a healthy, well-balanced meal.



A Sure Hand in the Media Spotlight

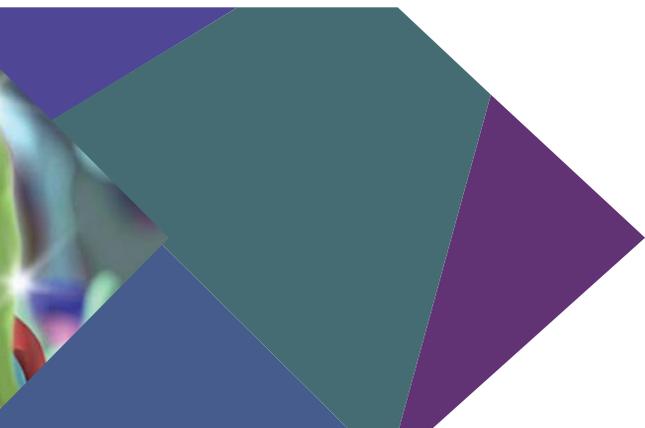
Press coverage of Ebola patient care at the Clinical Center

When three people suffering from Ebola were transported to NIH for treatment in 2015, the campus became the focus of worldwide media attention. Our Events Management Branch (EMB) stepped up to provide logistics support to the central NIH Office of Communications. We handled the arrivals and coordinated security as the press gathered for briefings and aired coverage of the unfolding story. John Burklow, Associate Director of Communications and Public Liaison, recognized the team afterward for “performing flawlessly” and “pulling together a national press conference in about an hour...[with] outstanding dedication, professionalism, and a positive spirit.”

Imagery Worth a Thousand Words

Bringing visual form to research publications

How does “mitochondrial network conduction” distribute energy in muscle cells? The Medical Arts Branch (MAB) recently took on this complex illustration challenge for a study published in *Nature: The International Weekly Journal of Science*. The artwork created for this joint research project of the National Cancer Institute and the National Heart, Lung, and Blood Institute captured the study findings so effectively that one of the illustrations was chosen for the cover of the issue. Our medical illustrators do more than draw static images. They become immersed in the research itself. The back-and-forth collaboration between scientist and artist often leads to new perspectives and actively supports data analysis. MAB has produced 2D and 3D illustrations for studies published in some of the most cited research journals in the world such as *Nature*, *Science*, *Molecular Cell* and the *Journal of Neurosurgery*. This artistic excellence plays a key role in communicating NIH’s intramural research findings to the worldwide scientific community.



Hosting People & Events

ORS teamwork makes thousands of conferences, VIP visits and special events safe and secure.

The Big MaCS System

Managing events and activities in the midst of construction and repairs

When Dr. Francis Collins, Director of NIH, is speaking at a high profile event on campus, he doesn't want to compete with the sound of jackhammers and backhoes. Infrastructure maintenance and new construction are a constant part of daily life on our campus. That's where the Meeting and Construction Schedule System—or MaCS—saves the day. Our Communication Director, Information Technology Branch (ITB), and Events Management Branch (EMB) worked together to create a database that coordinates activities and events with Office of Research Facilities (ORF) builders, contractors and maintenance crews. The database allows event planners to track where and when construction will be occurring, and coordinate with police to deal with potential traffic problems before they happen. Thanks to MaCS, we can silence the drills and hammers when most needed and keep shutdowns to a minimum.

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When the World is Watching

Secure visits for international leaders and personalities

President Obama made an in-person appearance on the NIH campus in late 2014. In 90 minutes, he gave an address in the Masur Auditorium, visited with researchers in the Vaccine Research Center, and attended briefings in Building 40. That kind of event can snarl traffic, heighten security concerns, and put an extra demand on communication technology. As soon as an event is scheduled, the Office of the Director assembles a coordination team that includes the Office of Communications & Public Liaison and ORS's Division of Police (DP), Division of the Fire Marshal (DFM), Division of Amenities and Transportation Services (DATS), Events Management Branch (EMB) and other departments. The Office of Quality Management (OQM) has developed Virtual VIP software so visitor delegations can even do a "walk through" of the campus prior to the event. Whether the preparation timeline is two weeks or two months, ORS teamwork has made the President's trip and thousands of conferences, VIP visits and special events safe and secure.

International Skills and Expertise: Yes, Please!

Facilitating the stay of foreign scientists at NIH

Dr. Daniela Malide, originally from Romania, has helped to develop and implement modern imaging techniques of basic cell biology in the Light Microscopy Core at the National Heart, Lung, and Blood Institute. Dr. Swee Lay Thein, born in Malaysia and a resident of the U.K., is the preeminent researcher in sickle cell disease and recently became the Chief and Senior Investigator of NHLBI's new Sickle Cell Branch. When these scientists accepted positions at NIH, they had to deal with the complex, often confusing world of visas, work authorizations and immigration regulations. The Division of International Services (DIS) stepped in to help them. "We enjoy investing our energy in helping to bring in individuals from abroad with unique insight and invaluable skills to further the NIH mission," says DIS Director Candelario Zapata. Each year, DIS collaborates with all of NIH's institutes and centers to open the door for thousands of highly qualified scientists and researchers to bring their skills to NIH from all over the world.

Thinking & Acting Locally & Globally

A Best Buy at the Right Time

*Putting essential equipment in
researchers' hands*

*We help our international
visitors find the services
and offices they need
quickly and effectively
when language is a barrier.*

The Surgery Branch of the National Cancer Institute is working hard to develop innovative cell based therapies for patients with advanced metastatic cancer. When researchers requested 10 Heracell Vios 160i incubators for renovation of their clean room space, the costs from the vendor seemed prohibitive. The Division of Scientific Equipment and Instrumentation Services (DSEIS) stepped in with a faster and cheaper alternative to direct purchase. Because of the DSEIS program, the Surgery Branch was able to hand off the administrative burden of the purchase, accelerate its renovation timeline and quickly get back to its real focus on research. Through its New Equipment Sales, Rent-to-Own, and Equipment Design and Maintenance programs, DSEIS has kept labs across NIH humming with research that will change the treatment of disease and the delivery of health care worldwide.

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Supporting and Welcoming an International Community

The Language Access Plan

A heart patient from Kenya, a post-doctoral student visiting from Mexico, and a delivery truck driver born in Poland come to NIH for distinctly different reasons. However, they all have something in common—English is not likely their first language. How do we help our many international visitors find the services and offices they need quickly and effectively when language is a barrier? ORS partnered with the Clinical Center to install CyraCom, an over-the-phone interpretation service, at all visitor entrances. The system handles hundreds of languages, and security personnel use a simple set up to assist visitors in using the phones. CyraCom is just one component of the Language Access Plan developed jointly by our Office of the Director (OD), Division of Amenities and Transportation Services (DATS), Division of Police (DP), and Division of Library Services (DLS) in cooperation with ORF's Division of Facilities Planning.

Geese and Deer and Bears, Oh My!

Care of wildlife on the NIH campus

Our 300-acre campus is teeming with more than researchers, doctors and patients. The lawns and wooded areas are also frequently visited by a host of wild animals. The Division of Occupational Health and Safety (DOHS) and Divisions of Police (DP), Fire & Rescue Services (DFRS) and Veterinary Resources (DVR) work closely with the Maryland Department of Natural Resources (DNR) to keep people safe while they protect the welfare of the animals. For example, geese were becoming noisy, leaving a mess, and damaging grassy areas. DOHS devised a low-cost plan to discourage the birds by treating grassy areas with bittering agents. A higher level of action was needed to address the growing number of deer on campus. Female deer were anesthetized and neutered to reduce the population in an effective, humane way. It only takes one bear to create quite a stir, however. When NIH police received the report that a black bear was treed near the Medical Center Metro Station, they knew they had to act quickly. While Maryland DNR tracked and captured the bear, ORS Police, Fire and Communications staff kept everyone informed and out of the area.



Ensuring Safety

We found an alternate routing plan that maintained the integrity of our safety goals and also was less expensive.

Tweets and Posts Mean Real-Time Safety

Using social media tools in emergency situations

Reports of an active shooter on the nearby Walter Reed campus and a possible police chase on Rockville Pike set Twitter and Yammer accounts abuzz. AlertNIH, our social media hub, went into action, too. This service is a collaborative effort created and managed by the Division of Emergency Management (DEM) and supported by social media specialists from all 27 NIH Centers. Through AlertNIH, followers were connected with reliable reporting posted by the Montgomery County Police. DEM uses social media feeds, voice messaging, e-mail and computer alerts when people need accurate, time-critical information for police, fire and other emergency situations that arise on campus or in the surrounding community. The AlertNIH team continues to implement new technology that will make this custom social media tool even more customer-focused and robust.



Cleaning Up for Health

Operation Clean Sweep

Many seasons had come and gone at NIH without a thorough cleaning. Docks were stacked with debris, common areas cluttered, and our untidiness was beginning to create safety issues. The Office of Research Services and Office of Research Facilities Partnering Initiative launched Operation Clean Sweep. The team presented the plan to most of our Institutes and Centers to explain its goals. Then the cleanup began. People worked together to sort, recycle and inventory. Soon our working environment began to reflect the care and pride we share as NIH staff. Another cleanup effort focused on laboratory safety. The Food and Drug Administration requires that laboratory freezers remain clear of materials from old studies. The Division of Occupational Health and Safety led a clean sweep operation of its own. Soon principal investigators and lab technicians had ample storage room for current studies and a system for continuing to keep accumulations in check. Both Clean Sweeps ensured that all NIH facilities across the country are clear and clean.

Building Radiation Safety from the Ground Up

Protecting staff, patients and the community at the new PET Hot Cell Radiochemistry Facility

When the National Institute on Alcohol Abuse and Alcoholism began to plan its new hot cell laboratory, our Division of Radiation Safety (DRS) became involved in the early stages of development. The laboratory would house a positron-emitting tomography (PET) radionuclide labeling hot cell cluster. This powerful aid to research must be installed with great care to protect the health of staff, visitors and the environment. We teamed up with ORF and the Institute to carefully examine how the conduit that delivers PET radionuclides to the hot cell would be routed. Unfortunately, we determined that the proposed conduit location would require so much lead that the project would be cost-prohibitive. The team kept at it, however. We found an alternate routing plan that maintained the integrity of our safety goals and also was less expensive. After completion, DRS will conduct comprehensive surveys to verify that the installed shielding is protecting health and meeting the regulations and commitments of licenses we hold with the US Nuclear Regulatory Commission.

Planning for Future Security & Safety

Here at NIH, all of the ORS Security and Emergency Response divisions have completed a system-wide retooling.

A Drive for Safety

Fire and emergency vehicles configured for top performance

The Division of Fire and Rescue Services (DFRS) had a fleet of vehicles that was aging and not able to meet the special demands of today's emergency response needs. So DFRS set out to upgrade its entire fleet over the next three to five years. A new fire engine was the first vehicle to arrive with a custom-fitted ambulance soon to follow. Now DFRS can provide the environmental containment necessary to transport highly contagious patients safely or ensure the specialized cardiac catheterization support that National Heart, Lung, and Blood Institute patients need. As NIH's modernized new vehicles respond to the next call on campus or in the surrounding community, these words are clearly visible on the side of each: "Protecting Those Finding a Cure." And that's exactly what the DFRS accomplishes.



It's More than Graphs and Stats

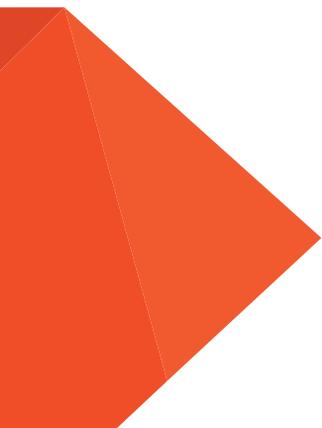
Uncovering safety solutions in today's climate

Workplace injuries at NIH can range from needle sticks to inhalation exposure to sore backs. The Division of Occupational Health and Safety (DOHS) tracks the trends in accidents and injuries and uses the statistics to recommend meaningful changes. When ergonomic injuries started to appear in their data collection, DOHS partnered with the Occupational Medical Services (OMS) to find a solution. They creatively used available resources to launch a dynamic new program. Now NIH employees can take an online ergonomic assessment or request an onsite evaluation before injury turns into disability and costly medical bills. OMS added a full-time physical therapist to its staff who specializes in identifying ergonomic stresses and treatments.

Keeping Our Community Secure

Reliable IDs and prevention of workplace violence

When the NIH off-campus Childcare Center was renewing its lease, the Division of Physical Security Management (DPSM) did a walk-through and conducted a risk assessment to identify vulnerabilities. These findings went to the Division of Amenities and Transportation Services (DATS) and the two ORS divisions negotiated with the building owner to make necessary upgrades while keeping costs in line. Since the bombings in Oklahoma City, a whole new set of directives has come from the Federal Government about access, identity verification and security. The Division of Personnel Security and Access Control (DPSAC) identity proofs, enrolls, does background investigations, and issues ID badges to approximately 36,000 NIH employees, contractors and affiliates. The Division of the Fire Marshal (DFM) in partnership with the Office of Research Facilities has commissioned a Mass Notification System (MNS) throughout the Campus to help keep the NIH community safe during major emergencies. Here at NIH, all of the ORS Security and Emergency Response (SER) divisions have completed a system-wide retooling to provide physical barriers, alarms, cameras, emergency communications and ID verification programs. Now when any new building project begins, SER assesses and approves the infrastructure that will keep people safe on our main campus and at NIH facilities in the community.



Engaging & Energizing Staff

“We’re not only taking care of our own personal health, but making it clear to the rest of the world that this matters. That’s a good example to set.”

Take a Hike

A day for health and wellness

Do you know the distance around the edge of the NIH campus? Our Division of Amenities and Transportation Services (DATS) staff knows every step of the 3.25-mile route. For the last nine years, DATS has organized NIH’s annual Take a Hike Day as one of several campus-wide events that focus on personal well-being. Take a Hike encourages staff and employees to get moving. Over 12,000 people representing every Institute and Center have participated. Dr. Francis Collins, Director of NIH, launched one of ORS’s recent Hike Days with these words, “We are, after all, the National Institutes of Health! ... We’re not only taking care of our own personal health, but making it clear to the rest of the world that this matters. That’s a good example to set.” We are taking our own best advice.



It's Contagious!

Foil the Flu Vaccination Program

Waking on a winter morning with an aching, feverish feeling often comes with the sad recognition that the flu has caught us. This persistent, ever-changing illness causes a scramble to cover work responsibilities and reschedule appointments, then days of catch-up afterwards. The best way to “Foil the Flu” is to make time to get an annual vaccination. The Clinical Center partnered with Occupational Medical Services (OMS) and ORS Communications to help anyone with a valid NIH identification badge protect his or her health by stopping at one of 10 vaccination stations. The team developed and launched a Foil the Flu website to get the message out. It worked. Thousands of people received flu shots and each of them were on their way in less than 10 minutes. Dr. James Schmitt, Director of OMS, praised the program saying, “The convenience, efficiency, and clinical excellence of this program have set a new standard for mass immunization programs servicing large organizations at multiple locations.”

A New Kind of IV— Individual Value

The FCIV Director's Initiative celebrates ORS

The Director of ORS set a goal to build a more engaged work culture and recognize individual employee contributions. He knew funds for this kind of activity would be limited, so he set up the Fostering a Culture of Individual Value (FCIV) Working Group to push beyond the usual solutions. FCIV created new opportunities for staff to be recognized, step outside daily schedules, interact, learn more about other ORS programs, and participate in the process. An annual recognition ceremony was developed. Brown bag chat sessions provided an informal time to brainstorm employee and supervisor recognition ideas. A photo challenge had people take “selfies” that would illustrate ORS core values. Supervisors received a booklet of tips to promote recognition, trust and communication among staff. And, a book club invited people to read and discuss popular titles exploring work/life success issues. These and other FCIV events have transformed the culture into one that promotes and **“Celebrates ORS.”**



Leading Responsibly

“The central thrust of this strategic plan is building and sustaining a capable and agile organization, from process to people.”

A Model in Continuity

Putting excellence, integrity, collaboration and customer focus into every NIH day

“If you can get here, you can work,” the Director of ORS declares. ORS is in the business of protecting all of NIH’s valuable resources—its people, its research, its facilities, its animals—with a continuity of operational services. From the simplest day-to-day traffic concerns to complex community-wide emergencies, we are always on call. Snowstorms don’t stop us. High impact international events and technical challenges don’t stop us either. We are here to make sure NIH is open, safe, and ready for business so research efforts and patient care move steadily forward.



Creating a Culture of Safety

The Mission First, Safety Always Program

When Paul Hawver from the Office of Research Facilities noticed the complaints coming in during his monthly testing of emergency generators at Building 10, he paid attention. He discovered that diesel exhaust from the generators was filtering into the building's air handling units. Paul worked with the Division of Occupational Health and Safety (DOHS) to monitor the problem and eliminate it. For his diligence, Paul received a 2015 Mission First, Safety Always Award at a formal ceremony during the DOHS Safety, Health and Wellness Day. We recognized Paul's work and that of nine other colleagues from across NIH's Institutes and Centers. Safety leadership at NIH can range from creating practical guidelines to use, to teaching employees specific ways to protect themselves from injury, to finding solutions to nagging problems. Each year, coworkers nominate people who are taking personal initiative to improve safety and setting an example for others to follow.

Planning, Directing and Delivering Together

A partnership in strategic planning

“Building a Resilient Organization”—that is the subtitle of the *ORS Strategic Plan for 2015-2017*. It is an apt example of the spirit that governs this diverse network of people who provide for the security and care of all who come to NIH's Institutes and Centers. At the time ORS launched its first strategic planning process in 2008, there was no unifying vision. But over the years, the planning process itself has brought us together. ORS has moved increasingly away from siloed divisions to rich collaboration. The second plan for 2011-2016 that followed expanded on the accomplishments of the first. Now a new two-year plan is in place. It is succinct, realistic and integrates our original goals into our changing landscape and the broader NIH administrative plan. The ORS Director sums up the issue of leadership in today's environment with these words, “The central thrust of this strategic plan is building and sustaining a capable and agile organization, from process to people.”



Office of Research Services
National Institutes of Health
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES