



UF HEALTH SHANDS EMPLOYEE NEWSLETTER

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Incoming and outgoing CEOs make lasting first impressions

As a former newspaper editor, I've had the pleasure of interviewing numerous business and community leaders, each with their own distinct personalities, idiosyncrasies and unique management styles.

After speaking with **Tim Goldfarb** and **Ed Jimenez** for the Q&A feature on the ensuing pages, I was struck by similarities in their approaches and vision. During the three-plus years the two have worked together, it's clear that they have influenced one another.

They are both down-to-earth people who prefer to be called by their first names. Nothing felt formal or uptight.

I interviewed Goldfarb first and asked him right off the bat to talk about his proudest accomplishments as CEO. He politely told me that my question was one he could not answer. "The question is out of context with reality," he told me, explaining that "he" didn't accomplish anything — the organization's successes during his time as CEO were "the fruits of the labor" of everyone at UF Health Shands.

Jimenez also deflected questions about his personal accomplishments, instead focusing on the organization. He talked about how much he enjoys spending time in different areas of the hospital to mingle with doctors, nurses, housekeepers and security guards. Jimenez, whose mother was a nurse, said he learned long ago never to take for granted how many people it takes to "change lives" at a hospital.

During the course of the interviews, each downplayed the role his own talents played in his rise to the top of the profession. Goldfarb often used the term "lucky" to describe his career, while Jimenez credited his mentors, including Goldfarb, for his successes.

Both leaders want their employees to know that on July 1, there will be no sudden changes. Jimenez is excited to build on the organization's "unstoppable momentum," while Goldfarb, as UF Health executive vice president for regional and governmental affairs, will continue to focus on the aspects of his CEO role he now enjoys most.

When I left these interviews, Goldfarb and Jimenez felt more like colleagues than unapproachable senior executives of one of the most high-powered hospital systems in the nation. Their appreciation for employees and their belief in organizational teamwork was apparent and genuine.

To learn more about Goldfarb and Jimenez, turn the page and read our Q&A feature on Page 4.

Todd Taylor
News&Notes Editor
UF Health Communications

Transition at the top: UF Health leaders take new roles

Tim Goldfarb, Ed Jimenez begin new positions July 1



Two UF Health leaders will assume new roles within the system as of July 1. **Tim Goldfarb**, UF Health Shands CEO since 2001, will be the UF Health executive vice president for regional and governmental affairs, and **Ed Jimenez**, UF Health Shands Hospital senior vice president and chief operating officer, will serve as UF Health Shands interim CEO.

Goldfarb guided the hospital system through a period of rapid change in the health care industry, during which he oversaw an expanding campus and workforce. He and his leadership team purchased property on the south side of Archer Road and developed a long-term vision for the academic health center, which led to the 2009 opening of the UF Health Shands Cancer Hospital. That year, Goldfarb led the transition of the Shands AGH hospital closure, following through on his promise to provide jobs at UF Health Shands for those who staffed the community hospital. The UF Health Shands system has continued to be a major economic catalyst in North Central Florida.

Goldfarb played a large role in the transition that brought the hospital and academic health center closer together, making the move last year from UF&Shands to UF Health. Throughout his tenure, he has worked closely with the College of Medicine to strengthen ties between research, academics and patient care, and will remain focused on this in his new role.

The newly created position will focus on two areas that Goldfarb has already strengthened during his tenure as CEO — regional partnerships and legislative affairs. Over the years, Goldfarb has developed strong, strategic region-

al affiliations with Orlando Health, Tallahassee Memorial HealthCare and Halifax Medical Center. He ensured continued success for the UF Health Shands system's three rural hospitals by establishing a joint venture with Health Management Associates, now Community Health Systems, to operate, manage and invest in these facilities. The relationship has extended to include clinical programs in stroke management and other conditions at many HMA/CHS hospitals and, most recently, a new joint venture with Ocala's Munroe Regional Medical Center. In addition to developing relationships with regional hospitals, Goldfarb has been instrumental in strengthening relationships with state elected officials and advocating on behalf of UF Health and our patients to secure legislation and funding for important initiatives in support of research and safety-net services.

As Goldfarb has devoted more time to these areas, Jimenez has taken on increasing responsibility for executive leadership of UF Health Shands. He has overseen operations for the system, including the 900-bed academic medical center, which includes a cancer hospital and children's hospital; two specialty hospitals in behavioral health and rehabilitation; a network of ambulatory centers; a home-health agency; and associated programs. He is responsible for a \$1.5 billion operating budget and approximately 8,000 UF Health Shands employees, as well as acting as a liaison to a credentialed medical staff of 890 UF faculty and community physicians and 680 residents and fellows. He has overseen multiple million-dollar construction projects, programmatic initiatives and innovations. **N&N**

On July 1, Tim Goldfarb (left), UF Health Shands CEO, and Ed Jimenez, UF Health Shands Hospital senior vice president and chief operating officer, will assume new roles within the organization.



UF Health Leaders on Tim Goldfarb

"Tim Goldfarb has brought to UF Health Shands substantial accumulated experience as a hospital executive, and also recognition as a national leader in graduate medical education and university health systems."

—David S. Guzick, UF senior vice president for health affairs and president of UF Health

"Tim is someone who respects all disciplines and assures that everyone is at the table. Through all the changes that have happened in the past decade, he has kept the organization on an even keel."

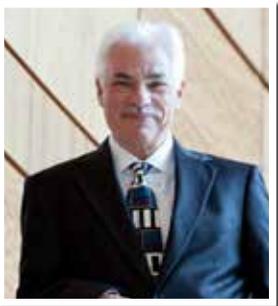
—Irene Alexaitis, D.N.P., R.N., NEA-BC, UF Health Shands Hospital nursing and patient care services vice president and chief nursing officer

"Tim Goldfarb has been a tremendous supporter and partner of the medical school. He believes in faculty physicians and the important roles they play in academic health care teams."

—Michael L. Good, M.D., UF College of Medicine dean

Q&A with Tim Goldfarb, Ed Jimenez

Leaders reflect on accomplishments, share advice



Tim Goldfarb

» **Hobbies:**

Bicycle riding, fishing, music, enjoying the outdoors

» **Little-known fact:**

Nephew played bass and keyboard for The Shins

Tim Goldfarb

Are there certain things you've accomplished personally that stand out during your time as CEO of UF Health Shands?

Tim Goldfarb: There aren't. The organization is better off today than it was 15 years ago, which is the fruit of the labor of a lot of people. It's surely not about me. And it's not about three, four or five people. It's through a lot of people working together. UF Health Shands is a community and once it starts moving in a positive direction the momentum is tremendous and it carries everyone with it. The reality is that Ed's and my roles are primarily motivational and the results are institutional, they aren't individual. To describe it otherwise is egocentric and not the reality.

Are there things that the organization has accomplished during your time as CEO that stand out?

TG: During this period of time there's been an attitude, an opinion and a point of view building that we need to be more extroverted as an organization. We need to look at the patients and families that we take care of and see them from the perspective of service to them. We need to be more outward-looking, and that has occurred in a very progressive way over the past few years.

What makes you thankful for your experience as CEO?

TG: With all due respect to my skills and Ed Jimenez's skills, my experience is that you get these jobs by accident. Many people can do these jobs. To a great extent they are a gift. If you don't see them as being a gift or see them as something you deserve, it results in self-centered, corrupt decision-making. We're very lucky and fortunate to get these jobs. If you look at it any other way, first of all you're wrong, and it leads to you thinking you are more important than you are.

Why will Ed be successful during this transition?

TG: Ed has many strengths that I don't have. He is a very precise decision-maker and he's very data-driven. That's not to say I'm not, he is just more inclined that way. I tend to overtly listen to people, while he does it in a very casual way. He's listening, but it's not in the same body language I might use. It's just different — neither better nor worse. Ed has all the skills to be a very successful executive. It's a matter of developing those skills all on the same trajectory. He's a young guy for our business. If I think of myself at the same age, I didn't have as good of a skill set as he does today. I'd like to think there's a lot I could teach him, but I'm not sure that's the case. He's on the path to being very successful.

Tell us about your new role as UF Health executive vice president for regional and governmental affairs.

TG: This coming year there are a lot of significant and highly risky negotiations about Medicaid that must occur between Florida and Washington, D.C. So Dr. Guzick and I agreed that I need to work on these issues. If there are additional things I can do at the end of that year that would be helpful, we will assess it then, because we'll know more about some of our regional affiliations and about the federal government's Medicaid agreement with the state of Florida. I am a believer in the political process and it's something I enjoy. As messy and difficult as it is, it generally benefits people over the long run.

Ed Jimenez

Which of the organization's accomplishments are you most proud of during your time as senior vice president and chief operating officer of UF Health Shands Hospital?

Ed Jimenez: I am pleased that our organization continually puts patients at the center of what we do. We back up that statement with real results — having four stars for quality care (from the University Healthsystem Consortium), getting Magnet designation, and receiving Beacon Awards. Our annual employee engagement survey has more than a 70 percent participation rate and our staff knows we will use the information to create a better workplace. These results, and others, are a testament to our organizational commitment to continuous improvement. We back up our philosophy that we're here for our patients with real results. That gives me the most gratification.

How will it feel to serve as interim CEO of UF Health Shands?

EJ: First, it is recognition that Tim's leadership has prepared me and has allowed the organization to give me this chance. He's put our organization in such a great position locally, regionally and nationally that it's raised the bar on how we all perform. It will be wonderful to take the strategy we've laid out and execute on those pieces that are still in motion. We are always looking to become a better organization. We are instrumental in the university's plan to be a Top 10 center. Behind every great medical school there needs to be a hospital and system that can support its endeavors. That's similar to what we need to do for the academic health center colleges — to help them in their aspirations.

What has stood out about Tim's leadership style over the years?

EJ: Tim has an unbelievable knack to drive consensus-building. He can bring both like parties and disparate parties together for common solutions. Many of our successes are because Tim allows people to have open conversations that yield productive results and have meaningful and lasting benefits. I don't think he has all the answers, but he has an amazing ability to make sure the people around the table can find the answers. With both awe and inspiration, I look forward to following Tim, knowing that no one can really fill his shoes. And, I certainly respect how much he has taught me.

What advice do you have for other professionals in hospital administration?

EJ: When I teach students and lecture, I talk about how career advancement is the function of moving parts that are hard to create or force — luck, timing, passion and mentoring. There is luck: Your career has navigated its way in a positive fashion. There is timing: Your advancement generally matches an opportunity that has arisen at a time when you're capable, or someone thinks you're capable, of taking that next step. There is passion: I believe that you really need to love your work. There are mentors: We advance based on what we learned from mentors. Mentors make sure your skills are applied in the right way at the right time with the right output. I've been fortunate to learn from great leaders, with Tim being one of the best. I definitely wouldn't be successful without the mentors who helped me along the way.

What should employees know about you?

EJ: My mom was a nurse, so I grew up with the perspective of a nurse's child. My first hospital experience was as a volunteer. My first job was as an orderly. I eventually became a patient transporter, and was later trained to be a monitor technician. These experiences taught me to never take for granted the number of people it takes to do this work. And it's that constant recognition that encourages me to go out and talk to people. I love rounding — it keeps me grounded, provides me moments of insight into our organization, and it allows me to connect with physicians and staff, and to see firsthand how we make a difference one person at a time. I love being a family man and cherish the moments with my wife and kids. **N&N**



Ed Jimenez

► On DVR:

Jim Valvano's speech from the ESPYs; 9/11 documentary featuring Billy Joel; Lincoln; sporting events

► On Playlist:

U2, Pitbull, Pearl Jam, Flo Rida, Coldplay

Children's hospital design themes offer cohesiveness, tranquility

Welcome area lobby nearly ready, other plans underway

Quick facts

Children's Hospital floor-by-floor

- **Floor 1:**
Welcome area lobby; UF Health Shands Pediatric E.R.; UF Health Pediatrics After Hours
- **Floor 3:**
Neonatal Intensive Care Units (Level 2 and 3)
- **Floor 4:**
Pediatric Hematology/Oncology and Medical/Surgical Units
- **Floor 10:**
UF Health Shands Pediatric Intensive Care Unit and Pediatric Cardiac Intensive Care Unit (UF Health Congenital Heart Center)



This illustration shows the new UF Health Shands Children's Hospital lobby.

When its new welcome area lobby is unveiled later this summer, the redesign of the UF Health Shands Children's Hospital will be one step closer to completion.

The project's overarching goal is to create a cohesive Florida nature theme in all children's areas with a "layering of the ecosystem" concept — beginning with an "under the sea" theme on the first floor and moving up through "land and rivers," "prairies and forests," and finally "sunshine, treetops and the sky" on the 10th floor.

"We hope the beautiful nature design will appeal to patients of every age, parents and staff," said **Brad Pollitt**, UF Health Shands Facilities vice president. "A young patient does not occupy the room alone — their parents, siblings and relatives spend a great deal of time with them."

The recent installation of primary-colored panels on the exterior of the building is intended to set the tone for each child's visit.

"The hospital exterior sets an expectation of how it will look and feel inside — clean, fresh, welcoming and a space that lets a patient feel, 'I'm going to feel OK going in here,'" said **Kristina Cook**, UF Health Shands Facilities Development interior designer.

Upon their arrival at the children's hospital, young patients will enter the facility through the new welcome area lobby or the Pediatric E.R., which opened in 2011. Complete with portholes on doors, the



Pediatric E.R.'s "under the sea" theme offers a sense of comfort and tranquility for families seeking emergency care.

"In the Pediatric E.R., you are welcomed by an engaging nautical, ocean theme," Pollitt said. "You realize it's not just a waiting room. There's a fish tank. There are photographs of children and beach scenes at a child's eye-level. You see the friendly design as well as the family focused, caring staff."

The new 10th floor Pediatric Cardiac ICU and its "sunshine, treetops and sky" theme — accentuated by light-filled spaces — was unveiled in January, while plans for "land and rivers" and "prairie and forests" themes in other children's areas are in the works.

"We visited other children's hospitals and researched best practices in children's hospital design," Pollitt said. "Our team is creative, visionary and passionate. They care about our patients' full experience." **N&N**

Children's Hospital lobby takes shape

When construction began on the new UF Health Shands Children's Hospital lobby in early February, the people behind the plans started seeing their concepts jump to life. They sought to evoke a calming atmosphere and pleasant distraction for our pediatric patients and their loved ones.

"Our youngest patients and their families will no longer have to walk through the adult hospital to gain access to children's services," said **Brad Pollitt**, UF Health Shands Facilities vice president. "This project puts a visible and welcoming face on the children's hospital to benefit the entire community."

Much of the backbone infrastructure is now installed, including the walls, heating and cooling systems and electrical engineering, said **Susan Hahn**, UF Health Shands Facilities Development project manager and account executive. The construction team is now completing lighting and decorative finishes.

Through July, contractors will work on enclosing the exterior pavilion entrance. Hahn and Pollitt anticipate a grand opening later this summer.

Guest column: Happy anniversary

An update on our UF Health rebranding campaign

From Stacy Beers, UF Health Communications Marketing director

Locations for UF Health's rebranding advertising include Gainesville Regional Airport (right) and on busses traveling throughout Gainesville (below).



On May 20, 2013, we introduced our new name: UF Health. A year later, you may be asking, “What’s next?”

Our evolution to rebrand the organization — moving from UF and Shands HealthCare to UF&Shands to UF Health — reflects the relationship between the hospitals, health science colleges, research institutes and physician practices. Now joined together under the umbrella brand of UF Health, we are more integrated and cohesive than ever.

As UF Health, we are proud to be part of the University of Florida. As a unified academic health care system under the UF Health umbrella brand, we benefit from the combined strengths of the university and our health care system, which helps us achieve broader name recognition locally, regionally and nationally.

A rebranding campaign is more than a new logo, it’s a visual representation of who and what we are. That’s just the beginning. It takes the combined efforts of everyone to be ambassadors for the UF Health brand and keep it fresh in the minds of our patients and communities.

Did it work?

We’ve run a yearlong multimedia campaign, including television, radio, print, billboards and online advertising in our North Central and Northeast Florida markets, statewide and nationally through Delta’s Sky magazine. Our online advertising presence has helped us see the inter-

est consumers have in our brand and services. This spring, we have had a strong presence on Pandora, Facebook and Google and embedded videos on other websites have produced the best results, proving that videos are powerful in attracting an audience.

According to the National Research Corporation, a health care research and quality improvement firm, we have significantly improved our consumers’ top-of-mind awareness and advertising recall of the brand, as well as recognition for best doctors, best nurses, most personalized care and best image/reputation. These improvements show we are “moving the needle” for our brand.

What’s next?

This year, we will focus on keeping the UF Health brand name visible. We have been transitioning “corporate identity” materials such as business cards, letterhead, appointment cards and forms. We have large and highly visible initiatives ahead, such as building signage and rebranding our fleet vehicles.

We are actively working on producing a new television commercial to air this summer featuring our work in bone marrow transplantation.

This is an exciting time for UF Health. We have so much to share with our patients, and the UF Health brand name will continue to take hold and be recognized for the benefits our system offers.

ShandsCair's new vehicle takes to the sky

The EC-155 is the Southeast's most advanced civilian helicopter

On May 30, UF Health ShandsCair celebrated the arrival of the newest member of its fleet — an EC-155 model which is the largest, fastest and most advanced civilian aeromedical helicopter in the Southeast. Specially modified for aeromedicine, the vehicle is now designated “ShandsCair 1” and replaces the smaller EC-135 in use for the past year while awaiting the EC-155’s arrival.

“This helicopter expands our ability to transport even the most complicated cases — including those with ventricular assist devices or balloon pumps, high-risk OB patients and newborns, and bariatric patients weighing up to 500 pounds — faster and farther than ever before,” said **Staccie Allen, R.N.**, ShandsCair flight program director. “The level of care we provide is significantly enhanced by the increased speed and distance we now can travel.”

Flying at speeds up to 180 mph, the new helicopter is equipped to carry two patients and a three-member flight team, in addition to the pilot, on trips up to 360 nautical miles. This allows our specialized medical teams to transport patients to Gainesville from as far away as the Keys, Atlanta or Pensacola without stopping to refuel.

For comparison, the two ShandsCair EC-135s which are based out of Perry and Summerfield can only transport one patient and two crew members and travel at speeds less than 135 mph with a more limited range.

Every transport ShandsCair makes, whether by helicopter, ambulance or its fixed wing airplane, is staffed by a unique combination of medical personnel selected to meet the specific needs of the patient being transported.

ShandsCair began operations in 1981 and has since grown to become the premier aeromedicine program in Florida, with a dedicated staff of 98 flight-trained medical personnel.

“This addition is much more than just a new helicopter for UF Health,” said **Ed Jimenez**, UF Health Shands Hospital

senior vice president and chief operating officer. “It is a lifeline for residents of North Central Florida and the entire state who require advanced critical care during their transport.”

Approximately 40 percent of ShandsCair’s 4,700 annual transports are in response to pre-hospital emergencies. The rest are mostly inter-facility transports, in which our specialized crews transport patients from other hospitals to UF Health Shands Hospital. The ShandsCair staff often transports patients who are too sick or have intensive complications that rule out transport by other aeromedicine or EMS agencies.

“With this helicopter, we truly are bringing UF Health to the patient,” Jimenez said. **N&N**



33 YEARS IN OPERATION

98 TEAM MEMBERS



Ambulances



Helicopters



Medical discharge vans



Fixed-wing (airplane)

SPEED
180MPH

RANGE
360 NM

NUMBER OF SHANDSCAIR BASES:

3

Gainesville
Taylor County
Marion County

patient transports since 1981:

50,000+

patient transports per year:

4,700



SHANDSCAIR VEHICLES

SHANDSCAIR FAST FACTS

Creating a culture shift: Personal connection and attention

UF Health introduces new Hospitality and Service standards



Training in progress...

Leaders from the UF College of Medicine and UF Health Shands are currently attending Hospitality and Service Standards of Behavior training. Beginning in August, all physicians and staff from the College of Medicine and UF Health Shands will receive training. Stay tuned for an email invitation and information from your department leader.

It takes a humble leader to admit he isn't "walking the talk" and practicing some of the customer service behaviors he espouses, but that's what happened to **Marvin Dewar, M.D., J.D.**

As UF College of Medicine senior associate dean and UF Health Physicians CEO, Dewar was introducing the Patient First University program to teach and reinforce basic hospitality and service skills to physician practice staff.

"I was struck by a simple concept in the materials — the 'Fifteen and Five' rule. It says if you pass somebody in the hall within 15 feet, make eye contact and smile. If you pass within 5 feet, say hello or greet them," Dewar said. "It's a simple thing that many people do naturally. But as I watched people in the halls around me, I noticed that some of them get so engrossed in their smartphone or their thoughts that they miss what's going on around them — and I realized I was one of those people."

Dewar made a commitment to engage with others in a more personal way, and it quickly became a hardwired habit.

"Over the next several months, I bet I said hello to more people in the hallways than I had in the previous year or two," he said. "People noticed, colleagues commented. I had a more meaningful experience and so did they."

Faculty and staff will be asked to take this open-minded approach in the fall, when our new UF Health Hospitality and Service Standards of Behavior program is introduced.

"Our dedication to quality as Job 1 has now inspired a new journey, one intended to build a culture where everyone receives consistent, hospitable and welcoming care and attention wherever and whenever they are in the UF Health system," said **David S. Guzick, M.D., Ph.D.**, UF senior vice president for health affairs and UF Health president.

We frequently refer to "the patient experience." What does that really mean? It encompasses the service and individual attention patients receive beyond their medical care. It reflects our

commitment to make every encounter positive for every patient and visitor who seeks our help.

Patient service and internal culture programs are common in health care settings. As UF Health evolved into a connected and integrated academic health center, reassessing our culture and building on our progress became a priority. At last year's Quality Retreat, participants' "homework" to observe customer care confirmed the need for consistent practices that provide patients a more seamless experience wherever they receive service.

The result? Leaders nominated a diverse group of faculty physicians, nurses, clinical staff and non-clinical support staff to take "the best of the best" from existing service programs and practices at peer organizations. The committee also took cues from hospitality industry greats, such as the Ritz Carlton and Walt Disney companies.

"It was a very enriching experience to work with so many people who are all so devoted to improving the patient experience," said **Janet Christie**, UF Health Shands Human Resources senior vice president. "We made a careful study of other organizations, not all health care, which are known for their culture of hospitality — and we thought to ourselves, 'Why can't we do the same thing?'"

The Hospitality and Service standards will be the new framework used by everyone who provides or supports patient care at UF Health. There are four categories; hospitality, teamwork, communication and professionalism and responsibility. They cover specific behaviors, including tips on making a positive first impression, thoughtful etiquette in shared spaces like hallways and elevators, constructive communication and supporting teammates.

"I can't imagine anyone not resonating with this powerful message and call to action," Christie said. "Who wouldn't want to receive compassionate and high-quality care for themselves and their families? To me, the time has come and we will move forward with enthusiasm and purpose." **N&N**

UF HEALTH SHANDS REHAB HOSPITAL | SERVICE

Rehab hospital team gets creative to support people with language disorders

Book club promotes communication skills and self-expression



(From left) Jessica Obermyer, M.S., CCC-SLP; aphasia book club members Mark Ulloa, Carolina Ulloa and Tim Goree; and Kerry Lenius, Ph.D., CCC-SLP, gather during UF Health Shands Rehab Hospital's recent stroke awareness fair.

Imagine being in a foreign country, not knowing how to speak, read or write the language.

Kerry Lenius, Ph.D., CCC-SLP, UF Health Shands Rehab Hospital speech language pathologist, said people with aphasia feel unable to communicate with the people around them.

Aphasia is a language disorder often caused by brain injuries, including stroke. It can affect a person's ability to talk, read, write or understand words.

"Often, when people meet someone with aphasia, they mistakenly think the person has some sort of impaired thinking," Lenius said. "People with aphasia know what they want to say. They just struggle to find the words to express themselves."

Lenius and her former co-worker, **Jessica Obermyer, M.S., CCC-SLP**, started a book club to help people with aphasia.

"The book club gives people an opportunity to practice reading and communicating. It boosts their confidence and helps them make friends," Lenius said. "Members encourage each other and many now socialize together in activities beyond the book club."

Aphasia can improve over time with therapy aimed at specific language skills.

"We use many approaches to help people learn to communicate despite aphasia. We want them to enjoy and participate in social activities," Lenius said. "One of the things I love most about my work is unlocking someone's potential and finding their true ability." **N&N**

Quick facts about aphasia

- **Most common cause:** Stroke (about 25-40 percent of stroke survivors acquire aphasia)
- **Other causes:** Head injury, brain tumor or other neurological causes
- **Number of cases:** In the U.S., aphasia affects about 1 million people and more than 200,000 acquire it per year.
- **Recovery time:** If symptoms last longer than 2-3 months after a stroke, a complete recovery is unlikely, but many patients continue to improve over years or even decades.

From National Aphasia Association (aphasia.org)

Aphasia Book Club

Every other Wednesday at 5 p.m. • UF Health Shands Rehab Hospital

Call 352-265-0680, ext. 70144, for more information. Visit UFHealth.org/rehab for a list of other rehab-related support groups.

UF HEALTH | SERVICE

UF HEALTH AFFILIATE CHS ACQUIRES LONG-TERM LEASE OF MUNROE REGIONAL

Community Health Systems Inc., which recently acquired Health Management Associates, signed a 40-year lease in April to operate Munroe Regional Medical Center in Ocala. The lease agreement includes the creation of a clinical affiliation between Munroe Regional and UF Health Shands.

“Munroe and the Ocala community have always been important to us,” said **Tim Goldfarb**, UF Health Shands CEO. “There’s been a hand-in-glove relationship with the community, the referring doctors, UF Health Shands and Munroe for many years. As an academic health center, we are honored to work with CHS and our colleagues at Munroe to explore opportunities for enhancing health care services.”

CHS will invest \$150 million in capital improvements into Munroe’s 421-bed medical facility and at least \$75 million to support equipment, physician recruitment and new service development over five years.

Goldfarb highlighted ways UF Health Shands could help strengthen and expand some of Munroe’s services — pediatrics, for example — which would reduce the number of Ocala residents needing to travel to Gainesville for specialized care.

“Munroe has a great history in serving as a valuable health care resource for Ocala residents,” Goldfarb said. “We are excited to work collaboratively with the Munroe medical staff and health care team to better serve the Ocala community.”

In addition to serving as a clinical affiliate, UF Health Shands invested \$10 million in the Munroe deal, which equates to a 5 percent equity interest in the hospital. UF Health Shands also holds a 40 percent ownership interest in three rural hospitals now managed and operated by CHS: Shands Starke Regional Medical Center, Shands Live Oak Regional Medical Center and Shands Lake Shore Regional Medical Center (Lake City).

In a CHS news release, Wayne T. Smith, CHS chairman and CEO said, “We look forward to the contributions UF Health Shands will bring to Munroe Regional and to the benefits of clinical affiliation with an academic health care leader in Florida.”



Anna McDaniel, Ph.D., R.N., College of Nursing dean (left); and Irene Alexaitis, D.N.P., R.N., NEA-BC, UF Health Shands Hospital nursing and patient care services vice president and chief nursing officer.

UF HEALTH | SERVICE

NURSING LEADERS COLLABORATE TO IMPROVE EDUCATION, PATIENT CARE

Adhering to national recommendations to improve nursing practice, the University of Florida Health Shands Nursing department and the UF College of Nursing will collaborate more closely in education, research and patient care.

Anna McDaniel, Ph.D., R.N., College of Nursing dean, will serve as UF Health assistant vice president for academic-practice partnerships, and **Irene Alexaitis, D.N.P., R.N., NEA-BC**, UF Health Shands Hospital chief nursing officer and nursing and patient care services vice president, will serve as College of Nursing associate dean for academic-practice partnerships.

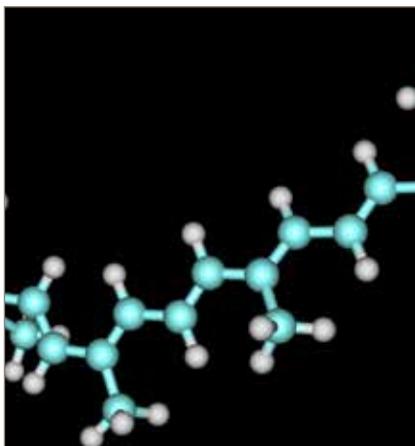
UF Health is creating nursing positions that combine responsibilities for teaching in the College of Nursing and active practice at UF Health Shands Hospital and other UF Health clinical sites.

Plans include exploring ways to provide advanced educational opportunities for UF Health Shands nurses. The partnership will allow the college to better meet the educational needs of students, assist with UF Health nurse recruitment and retention, and strengthen the link between clinical practice and education.

“This is a natural next step in our continued partnership with the College of Nursing, which is a tremendous part of our hospital and nursing division’s history,” Alexaitis said. “By more closely aligning our goals to provide top-notch nursing care and educating the best and brightest nursing professionals, we will continue to advance nursing practice to improve the health of our patients.”

Lab Notes

What's happening at UF



- This spring, researchers will begin a study examining a healthy lifestyle program for young children and their parents in Columbia County. The Healthy Kids Program is designed to help parents and children ages 3-7 who are at the higher end of the growth chart improve their diet, increase physical activity and modify the home environment in order to promote healthy lifestyles. The no-cost program helps families work together to learn how to manage real-life problems and make gradual changes. “Rates of childhood and adult obesity are higher in rural areas compared to urban areas,” said **David Janicke, Ph.D.**, College of Public Health and Health Professions associate professor. “While many young children who are at the higher end of the growth curve do grow out of their extra weight, we are beginning to see more and more children who do not. Young children who continue to be at the higher end of the growth curve are at greater risk for long-term obesity, as well as associated health problems such as Type 2 diabetes.”
- The drug gentamicin can provide effective treatment for people with bacterial infections that are resistant to other antibiotics, but this medication can cause a serious side effect, too: hearing loss. Now, UF researchers have discovered that a dietary supplement shows promise for protecting against drug-induced hearing loss when taken during gentamicin treatment. The findings of this study in rodents appeared in the *Journal of the Association for Research in Otolaryngology*. **Colleen Le Prell, Ph.D.**, College of Public Health and Health Professions associate professor, and colleagues tested the use of a dietary supplement containing the antioxidants beta carotene and vitamins C and E, as well as the mineral magnesium, for protection against gentamicin-induced hearing loss. Hearing loss is largely caused by the production of free radicals, which destroy healthy inner ear cells. The antioxidant vitamins prevent hearing damage by “scavenging” the free radicals and protecting against their effects.
- A simple DNA-based test could help identify strains of a debilitating tick-borne disease that infects an increasing number of people. Conducted in the College of Veterinary Medicine, the research marks the first time scientists have demonstrated the ability to distinguish human from animal strains in ticks carrying the organism that causes anaplasmosis, a disease with symptoms similar to influenza and Lyme disease. This information could help researchers pinpoint areas where ticks that carry these strains are present in large numbers. “With that knowledge, physicians could potentially enhance screening for the disease agent and begin earlier treatment of patients suspected of being infected,” said **Anthony Barbet, Ph.D.**, College of Veterinary Medicine professor of infectious diseases and a co-author of the study. “In addition, blood supplies used for transfusions could be better protected.”

UF HEALTH SHANDS CHILDREN'S HOSPITAL | PEOPLE

CHILDREN'S HOSPITAL PATIENT NAMED FLORIDA CHAMPION



Nathan Ferrell with Scott Rivkees, M.D., chairman of pediatrics, at the CMN Champion announcement.

UF Health Shands Children's Hospital patient Nathan Ferrell, 6, was named this year's Children's Miracle Network Hospitals Florida Champion. Ferrell will serve as a fundraising and awareness ambassador for UF Health Shands Children's Hospital, the state of Florida and all children treated at the CMN's 170 member hospitals.

Shortly before his first birthday, Ferrell was diagnosed with mitochondrial disease, a degenerative disorder that attacks the mitochondria, which create energy for the body's systems to sustain themselves and support growth. At age 3, he was the youngest patient in the U.S. to have an external device called a gastric stimulator implanted in his gastrointestinal tract to treat digestive issues. Additionally, a gastronomy tube inserted through his abdomen provides proper nutrition directly to his stomach, and an oxygen tank ensures he breathes properly.

As CMN Hospitals Florida Champion, Nathan will help people understand the impact of UF Health Shands Children's Hospital and the significance of donated funds to treatment, recovery and charitable care.



UF HEALTH SHANDS | PEOPLE

UF HEALTH SHANDS EMPLOYEE THROWS OUT FIRST PITCH FOR UF BASEBALL TEAM

John Byrd, UF Health Shands Financial Services audit services team lead, threw out the first pitch prior to the UF baseball team's April 19 afternoon game against Georgia at McKethan Stadium. Byrd, who has worked for UF Health Shands for 13 years, was selected by the UF Health leadership in recognition for his excellent customer service.



UF HEALTH EATING DISORDER RECOVERY CENTER | SERVICE

EDRC LINKS WITH HEALTH PROVIDERS ACROSS THE SOUTHEAST

Terrie Huss, R.N., is a UF Health Shands Business Development manager. She has been working for the UF Health Eating Disorder Recovery Center since it opened more than two years ago. She spends her days traveling the region and sharing information with mental health providers, counselors, therapists, primary care physicians, psychiatrists, dietitians, hospitalists, psychologists and case workers to make them aware of the only hospital-based eating disorder program in Florida. Pictured here (front row, middle), she is joined by staff from psychiatric care facilities across the Southeast. She will work with them throughout the next year to host collaborative lunch-and-learn sessions to educate them about our extensive services for people with eating disorders. Our program attracts patients from throughout the Southeast.

To learn more about the eating disorder recovery programs at UF Health, please visit UFHealth.org/EDRC.

UF HEALTH SHANDS CHILDREN'S HOSPITAL | PEOPLE

EMPLOYEE SPOTLIGHT: JOY PERKINS, R.N., R.R.T.

Joy Perkins, R.N., R.R.T., is celebrating her 13th year with UF Health. After joining the UF Health Shands Children's Hospital pediatric respiratory care team, Perkins transferred to ShandsCair as a respiratory therapist. She then went back to school to for her nursing degree. Today she serves as program coordinator for the UF College of Medicine pediatric surgery team and works closely with the chief of pediatric surgery, **David Kays, M.D.**, in caring for infants with congenital diaphragmatic hernias.

"I love seeing our patients growing, thriving and living normal lives, that is what is most rewarding," Perkins said. "It is also rewarding to work with a team that values my input as a nurse and respiratory therapist."

CDH is a condition that occurs when one of the diaphragm muscles does not develop fully during pregnancy. Abdominal organs migrate into the chest, crowding the heart and lungs and impeding lung development. Most cases are diagnosed before birth, and parents often are given a very poor prognosis for their unborn child. But that's not the case at UF Health.

Our average survival rate for patients with CDH is about 20 percent above average. In the U.S., the rate is 67 percent in health care facilities with teams that treat CDH; the rate at UF Health over the past 20 years is 88 percent.

Perkins attributes these outstanding outcomes in part to the teamwork among the surgical and Neonatal Intensive Care Unit teams at UF Health Shands Children's Hospital. The surgical team is dependent on the data that comes from the physicians, neonatal nurse practitioners, nurses and respiratory therapists in the NICU, while the NICU team relies on the support of the surgical team to complete the hernia repair and set the plan of care in the earliest days of the patient's hospitalization. The two teams collaborate throughout each CDH patient's hospital stay, with the goal of getting the child to a healthy and normal life.



Joy Perkins, R.N., R.R.T.



UF HEALTH SHANDS HOSPITAL | PEOPLE

MICU NURSES FULFILL CANCER PATIENT'S WEDDING DREAM

Love was in the air on April 26. Kirstin Musha (center), a patient from Jacksonville, married William Carrow Jr. during a wedding ceremony in the UF Health Shands Hospital sixth floor auditorium. Musha was receiving care at UF Health Shands Hospital for non-Hodgkin lymphoma and her Medical Intensive Care Unit team was instrumental in making the event possible. Pictured from left are **Maderica Nickles, B.S.N., R.N.**, **Brittany Schrank, A.S.N., R.N.**, **Paula Kicklighter, B.S.N., R.N.**, **Kelly Noughton, M.S.N., R.N.**, and unit assistant **Lunese Boco, M.H.A.**

UF Health Shands Pediatric Intensive Care Unit critical-care team honored

Care for Syncardia Total Artificial Heart recipient results in kudos from ADVANCE for Nurses magazine



Pediatric nurses are dedicated to helping young patients and their families manage and overcome often monumental health challenges. The best-case outcomes enable children to heal and live full lives. In an academic medical center setting, nursing staff have awe-inspiring opportunities to collaborate and provide patients such a chance.

Following their efforts to provide 16-year-old Nalexia Henderson with the Syncardia Total Artificial Heart — and the accompanying Freedom Portable Driver, a mobile power source — the UF Health Shands Children's Hospital Pediatric Intensive Care Unit staff was awarded Best Nursing Team by ADVANCE for Nurses magazine.

Collaborating with numerous other UF College of Medicine pediatric specialty faculty physicians and UF Health Shands nursing staff, the PICU team worked quickly to replace Henderson's transplanted heart, which could no longer properly pump blood through her body, causing her organs to fail. Their efforts led to her leaving the hospital as the youngest U.S. patient to receive the Syncardia Total Artificial Heart.

A panel of judges reviewed dozens of essays that were submitted from nursing teams across the country. Judges were looking for prime examples of initiative, adaptability, expertise and outreach. ADVANCE found these values represented in the UF Health Shands Children's Hospital PICU entry, along with an emphasis on an indispensable trait in the medical field demonstrated by the unit: teamwork.

“This situation challenged our already cohesive PICU nursing team to come together even more so to quickly plan, facilitate and implement nursing care for this complex patient who had no other options but such advanced technology to save her life,” wrote **Jodi Mullen, M.S., RN-BC, CCRN, CCNS**, UF Health Shands Children's Hospital PICU clinical leader, who submitted the entry on her team's behalf. “Our precious patient became the youngest person in the U.S. to receive the Syncardia Total Artificial Heart. We are so proud of her — and each other.”

For more information visit nursing.advanceweb.com. **N&N**



UF HEALTH SHANDS | SERVICE

Patient heaps praise on emergency team at Springhill

The UF Health Shands Emergency Center at Springhill team recently received a letter from a grateful patient, who happened to be a retired health care professional visiting the area.

The following excerpt proves how quality medical care paired with attentive hospitality contributes to the best-possible patient experience.

“We must say the service was outstanding. These visits gave us an opportunity to compare with other similar services and we were very impressed,” the patient wrote. “The first impression was a greeting by the security officers, then the wait for registration was very short and the registration person was very friendly and efficient as were all of the folks with whom we came in contact. In my opinion, the most important factor in health care is the quality of personnel and your personnel demonstrated

to us a friendly, caring, knowledgeable, efficient and effective concern that is sometimes lacking in emergency service. I congratulate you and your personnel on their ability and the care they give. We were treated as good customers rather than another problem. You are all setting an example of what high-level emergency services provision looks like.”

Adrian Tyndall, M.D., M.P.H., UF College of Medicine emergency medicine chair and UF Health chief of emergency services, responded on behalf of the Emergency Center team.

“I am proud of what we have been able to accomplish at Springhill,” he said.

“We will build on this exemplary service and ensure that our department and the Springhill campus remains a great place to work and care for patients. In building emergency care services at UF Health, the ‘patient comes first’ concept has always been our prime objective. In continuing our effort to improve emergency services, notes like these tell us that we are moving in the right direction.”

Kudos to Tyndall; **Michael Falgiani, M.D.**, UF Health Shands Emergency Center medical director; **Wendy Wilkerson, R.N.**, nurse manager; and their entire team for providing such a great patient experience at UF Health. **N&N**



UF HEALTH | QUALITY

2014 PATIENT SAFETY AND QUALITY WEEK POSTER CONTEST WINNERS RECOGNIZED

UF Health's 2014 annual Patient Safety and Quality Week poster contest winners were recently selected. Posters illustrated complex projects by teams working toward specific safety and quality goals. Criteria included: presentation of the problem or opportunity; measurable outcomes; impact on patient care, patient safety or customer satisfaction; and alignment with the Big Aims to reduce harm, reduce variation or enhance the patient experience. UF College of Medicine winners included (from left) **Jennifer Light, M.D.**, clinical assistant professor of emergency medicine and UF Health Shands Pediatric E.R. medical director; **Carolyn Holland, M.D.**, emergency medicine pediatrician; **Allison Ast, M.D.**, emergency medicine pediatrician; and **William Slayton, M.D.**, pediatric hematologist/oncologist. Not pictured: **Erik Black, Ph.D.**, assistant professor of pediatrics. Ast submitted the winning poster, titled "Decreasing Time to Antibiotic Delivery for Febrile Immunocompromised Patients in a Pediatric Emergency Department."

74%

OF UF HEALTH SHANDS EMPLOYEES PARTICIPATED IN THE SURVEY.

UF HEALTH SHANDS | PEOPLE

PUTTING EMPLOYEE ENGAGEMENT SURVEY FEEDBACK TO WORK

The 2014 UF Health Shands Employee Engagement Survey has ended, but we've just started the journey toward improving our work environment.

This year, 74 percent of UF Health Shands employees participated in the survey. Managers will now assess feedback in their respective areas and put together action plans to improve work environments and reinforce positive engagement.

Employee engagement goes a long way, and UF Health Shands Human Resources rewarded staff members who took the survey by giving away one Google Nextbook touchscreen tablet each day the survey was conducted.

A winner of this random drawing was **Karyn Shander, R.N., RNC-OB, SANE-A**, UF Health Shands Children's Hospital Labor and Delivery Unit nurse. She said, "I find it very heartwarming that our input is so valued to this organization."



 UF HEALTH SHANDS | PEOPLE

**EMPLOYEE HONORED
WITH EXEMPLARY CAREER
PATHWAYS PARTNER AWARD**

Jennifer Mohr (center), UF Health Shands Human Resources workforce project coordinator, shows her Exemplary Career Pathways Partner Award to John McNeely (left), Santa Fe College associate vice president for career and technical education, and Janine Plavac (right), Gainesville High School Academy of Health Professions director. Presented by The Career Pathways programs of Santa Fe College and Alachua County Public School, Mohr earned the award for her service to students participating in the Academy of Health Professions — a Career Academy Magnet program at Gainesville High School with an integrated curriculum in applied academics and clinical experiences in health care settings. The program better prepares students for employment and the pursuit of higher education following graduation.

 UF HEALTH SHANDS CANCER HOSPITAL | QUALITY

**CANCER HOSPITAL RANKS 12TH
AMONG THE WORLD'S "GREENEST"**

UF Health Shands Cancer Hospital ranked 12th among the top 30 most environmentally friendly hospitals in the world released by Healthcare-Administration-Degree.net — a website dedicated to medical careers and education. UF Health was commended for the hospital's certification as a U.S. Green Building Council Leadership in Energy and Environmental Design Gold hospital, its use of demolition waste during construction and its overall energy efficiency. After opening in 2009, the hospital received LEED Gold certification the following year. It was the first hospital in the Southeast and fourth in the nation to achieve this standard.

"Being a sustainable community partner has always been a part of our mission," said **Brad Pollitt**, UF Health Shands Facilities vice president. "Our team is excited to be recognized, and to be a trailblazer for others who are helping to build a sustainable community."





Celebrating Diversity

Our Differences are our Strength.

UF HEALTH | PEOPLE

SHARE YOUR CULTURE!

We are seeking participants for our International Day Celebration from 11 a.m. to noon Friday, Aug. 1 at the UF Health Shands Hospital Atrium. Employees are encouraged to showcase their culture through art, a table display, dance or any creative activity. To participate, contact Kristi Gaver, UF Health Shands Human Resources Employee Relations, by calling 352-265-0495 or emailing gaverk@shands.ufl.edu.

UF HEALTH SHANDS | SERVICE

I COMPLY! HOT OFF THE VIRTUAL PRESS

An important element of the UF Health Shands Compliance Program is effective training and education. Training allows us to foster open lines of communications, providing important regulatory knowledge to all departments.

We upgraded our regulatory compliance training modules and would like you to explore them. These modules feature video clips, challenge questions and real-life scenarios to help you understand important regulatory compliance concepts. You'll find them in HealthStream on the ShandsConnect Portal.

We hope you will review them and keep up with the latest regulatory compliance activities. You are vital to maintaining a culture of compliance and ethics at UF Health Shands.

Questions? Contact UF Health Shands Compliance Services at 352-627-9050.

The updated training modules include:

- An Introduction to the Anti-Kickback Statute
- Conflicts of Interest in the Workplace
- False Claims Act: Just the Facts