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(From left) Sarah Reeves, P.A.-C.; Christy Perry, patient service representative; William Miles, M.D.; Michelle Daniels, L.P.N.; Steve Cox, patient service representative; and Ryan Harmon, L.P.N., LD-ACU, are members of the UF Health Cardiology at Springhill team.

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FSC LOGO

UF HEALTH | HOSPITALITY+SERVICE

NEW YEAR, NEW LOOK

News+Notes receives a redesign

BY TODD TAYLOR

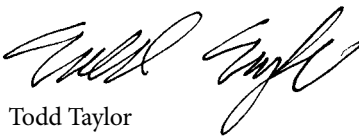
As you probably noticed when you picked up this edition of News+Notes, we've made some changes to your UF Health Shands newsletter.

First, let's discuss what hasn't changed. Our mission remains to inform, engage and support everyone who provides care and service to our patients and visitors. We will continue to highlight our colleagues who provide quality care and attentive service, keep you informed about system news and best practices and update you about your employee benefits and policies. As always, copies of News+Notes will be on racks next to north campus, south campus and 1329 Building elevator bays. We will continue to mail our publication to other locations (please let us know if yours doesn't receive it). And, of course, you can always read News+Notes online at news-notes.UFHealth.org, which will be getting upgrades of its own in the near future!

So what has changed? We will publish nine times a year, with combined editions for March/April, July/August and November/December. We have a new design, and thank those who responded to our readership survey over the summer. We used your input to guide our efforts, which we hope you will find more visually appealing and modern. On the cover, we updated our "logo" and opened up more space to utilize compelling art, graphics and photography. On the inside we've refreshed the fonts for better readability, reorganized our headers and expanded our color palette. A special thanks to **Madelyn Hyder**, UF Health Communications Creative Services coordinator, who designs News+Notes and created its new look.

In other news, February is American Heart Month. Earlier this month we wore red in solidarity to support National Wear Red Day. Please read our feature story on page 4 to learn about the great work our heart care teams are doing to help patients living with atrial fibrillation, or AFib. And on page 8 we highlight our Patient and Family Resources team members, who work behind the scenes to ensure our patients have the best possible experience throughout their stay in our hospitals.

We thank you for reading News+Notes and hope you like the changes. Please let us know what you think!



Todd Taylor
News+Notes Editor
Communications Coordinator
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UF HEALTH SHANDS | HOSPITALITY+SERVICE

Q&A WITH THE CEO – ED JIMENEZ

Curious to know what's on the mind of UF Health Shands CEO Ed Jimenez?

PHOTO BY JESSE JONES

We caught up with Ed Jimenez and asked him several questions for this edition of News+Notes. See how to submit your question at the bottom of the page!

Are we focused on emergency response at UF Health Shands?

Yes. We are a complex health system and a first-responder in local and regional emergencies. We have a responsibility to ensure staff members are knowledgeable and empowered to react appropriately when faced with any type of incident that could impact patient and staff safety and hospital operations. We have response plans for weather-related emergencies, mass-casualty accidents and even a bioterrorism plan. We've recently introduced a new response plan for an active shooter scenario on any UF Health Shands campus. We hope we won't face a dangerous situation, but we need to be prepared. Think of when you get on an airplane. When the flight attendant runs through the safety instructions, you know what to do — how to put on your oxygen mask and follow the lights on the floor and where the emergency exits are located. It's good to be informed and alert. Our emergency plans help us teach ourselves, in a non-alarmist way, what we need to know in case of an emergency. The best time for crisis preparation is now, when you're not in a crisis. It's each person's responsibility to know his or her department or unit's response roles and plans. Please talk with your managers, follow up on emails about this and learn about the resources available on the Bridge and in your department.

How are we doing when it comes to clinical quality and patient safety?


Late fall, we updated our hospital board of directors about where we are on our quality journey. Our ultimate goal is to be one of the top-10 hospitals nationally ranked by the University Healthsystem Consortium, which now uses the name Vizient, for quality outcomes. We can make this happen! Our faculty and staff are extraordinarily talented. Each year, we get confirmation of the things we do well and we should build on these practices. However, the UHC (Vizient) scorecard methodology changed this past year and we received a three-star rating, and a clear picture of where to focus our attention. In some areas, we are head and shoulders above most academic health center hospitals; in other areas, we



During a visit to the UF Health Shands Hospital Cardiac Intensive Care Unit, Ed Jimenez spoke with Star Dix, R.N., and other team members.

have to make changes to reach our goals. I appreciate everyone's attention to quality and safety, and your commitment to being the best. In March, please participate in Patient Safety and Quality Week to learn more and help us on this journey.

You've worked in health care your entire career. What has kept you in this field?

I was born into this lifestyle. When your mom is a nurse, you can't help but live it. Like many hospital employees, my mom worked every other weekend and had to share the load of working holidays — it was the norm in my house. As a child, I spent a lot of time roaming around hospitals and meeting her colleagues. It was natural for me to think of health care as what I was supposed to do, but as I grew up I became driven to do it. I look back now and I wouldn't rewrite any of this. In this field, each day we all have a chance to create a family environment, do worthwhile work and make a difference. That makes a full day for anybody — and a rewarding career. 

WANT TO SUBMIT A QUESTION?

Email taylt@shands.ufl.edu and we'll consider it for an upcoming edition.

UF HEALTH SHANDS | CARE+QUALITY

MATTERS OF THE HEART: A LOOK INTO AFIB

A team approach to treating AFib

BY RACHEL RIVERA • PHOTO BY MINDY MILLER

You could be living with atrial fibrillation, or AFib, and not know it. But not all is lost — once it's diagnosed, our expert care teams can treat the condition and patients can take steps to reduce the risk of future life-threatening events.

What is AFib?

AFib is a condition marked by arrhythmia (irregular rhythm or heartbeat) in the top chambers of the heart. If left untreated, serious health conditions — such as blood clots, which increase the likelihood of a stroke — may occur. It's important to see your physician if you are experiencing symptoms or have concerns regarding your heart health. Your care team will perform an electrocardiogram to record your heart's electrical signals and check for abnormalities. A heart monitor may be required — for either 24 hours or 14 to 30 days — to provide insight into the percentage of irregular heart rhythm occurrences.



(From left) Sarah Reeves, P.A.-C.; Christy Perry, patient service representative; William Miles, M.D.; Michelle Daniels, L.P.N.; Steve Cox, patient service representative; and Ryan Harmon, L.P.N., LD-ACU, are members of the UF Health Cardiology at Springhill team.



More men than women are diagnosed with AFib.

People diagnosed with AFib are five times more likely to have a stroke than those who aren't.



More than 2.7 million people in the U.S. have AFib, making it the most common heart rhythm disorder.



(ALL STATISTICS PROVIDED BY THE AMERICAN HEART ASSOCIATION)



Common symptoms:

- Rapid and irregular heartbeat
- Shortness of breath
- Chest pain
- Dizziness or lightheadedness
- Fatigue when exercising
- Heart palpitations, fluttering or racing of heart in chest

How is AFib treated?

There are multiple treatment options, all of which are dependent on a patient's specific condition and needs. The goal in treating AFib is to restore the heart's normal rhythm, control the frequency of symptoms and eliminate any discomfort. One common treatment option includes heart rate control medications and anticoagulant (blood-thinning) medications. Another option is an electrophysiological, or EP, study and catheter ablation. An EP study, which is performed by an electrophysiologist, maps the origin of AFib and can lead to an ablation if necessary. A catheter ablation, if successful, fixes irregular heartbeats by transmitting energy to the targeted heart muscle, allowing the heart to beat at its normal rhythm.


What happens when a patient needs an ablation?

Patients are seen and evaluated at the UF Health Cardiology at Springhill practice. If a patient is an EP study/ablation candidate, the coordinator schedules the procedure and all outside presurgical labs. The patient then visits the UF Health Shands Hospital Electrophysiology Lab for the procedure. The procedure is performed by the patient's attending physician and can take two to six hours to complete, after which patients stay for two days post-op and are discharged on the third day. The patient then returns to UF Health Cardiology at Springhill for follow-up appointments on the first and third month following their procedure.

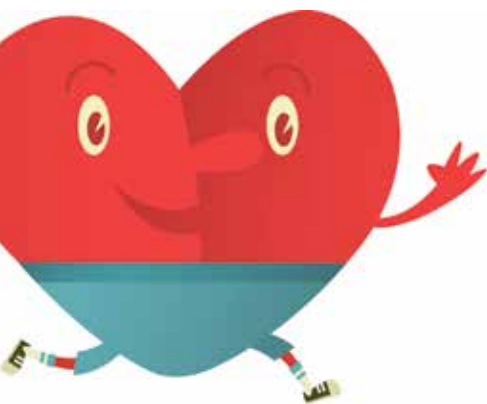
What is the team's biggest challenge?

There is no cure for AFib, which may be difficult for a patient to accept.

"We try to never say the word 'cured' to patients. They often believe that once they have an ablation that they shouldn't have AFib anymore," said **Sarah Reeves, P.A.-C., MPAS**, UF Health Cardiology at Springhill physician assistant. "We can control and limit their symptoms, but recurrence happens and AFib may still be around."

It is also important for patients to continue anticoagulation therapy to prevent the formation of clots. The limitation of medications for patients who have unstable blood pressure and/or heart rate is another challenge. Some patients end up with pacemakers to help control their heart rate. 





UF HEALTH | EVENTS+ACTIVITIES

KEEP UP WITH YOUR HEART HEALTH

> In the New Year, many people are ready to start making healthier choices.

Why not begin your health kick by focusing on one of your most important body parts — your heart?

GatorCare will offer body composition and blood pressure screenings throughout February at different locations around UF Health. These screenings, which require no appointment, will take about five to 10 minutes. Staff will review your blood pressure, BMI, body composition and hydration levels, which are all directly related to heart health.

"We know that indicators such as blood pressure, BMI and body composition play a huge role in your risk for developing things like Type 2 diabetes, hypertension and heart disease," said **Morgan Papworth**, GatorCare wellness coordinator. "These screenings are a great way to check in on your numbers, track your success and put some intention behind your New Year's resolutions."

The team will also offer follow-up screenings after these baseline screenings to track your progress toward having a healthy and happy heart.

For more information on locations and dates of these screenings, please visit GatorCare.org/wellness/calendar.

UF HEALTH HEART & VASCULAR HOSPITAL | GROWTH+EXPANSION

UNDER CONSTRUCTION: MOVING HEART CARE FORWARD

> In 2018, the UF Health Heart & Vascular Hospital will open, paving the way for the growth of specialized services.

The hospital's design features include an entrance created for optimal traffic flow, intuitive navigation and wayfinding, as well as conveniently located and centralized surgery offices for pre- and postoperative appointments. With our cardiovascular specialists practicing in a centralized location, we will improve patient care, enhance safety and reduce recovery time. Here's a snapshot of some of the new hospital's features:



- 72 ICU patient rooms
- 48 cardiovascular and vascular medicine/surgical care patient rooms
- 20 heart and vascular exam rooms
- Four vascular rooms in a Heart Station
- Six echocardiogram rooms
- Five heart and vascular general ORs
- Three heart and vascular hybrid ORs
- Three treadmill rooms
- Three EP labs
- Two cath labs
- Two transesophageal echocardiography rooms
- One electrocardiogram/Holter room
- One transesophageal echocardiography/cardioversion procedure room

UF HEALTH | RESEARCH+DISCOVERY

LAB NOTES

Check out recent research developments at UF Health

BY MORGAN SHERBOURNE



WARD OFF RHEUMATOID ARTHRITIS EAT MORE FISH

If you are at risk for rheumatoid arthritis, increasing your intake of fish oil supplements or omega-3 fatty acids found in fish could decrease your risk of developing the disease, according to UF Health research.

The study is the first of its kind to find an association between omega-3 and the autoantibodies that lead to rheumatoid arthritis, or RA, among patients who are at risk but have yet to develop the disease. People with a family history of RA who consumed more omega-3 were less likely to have certain autoantibodies that precede the disease's development, researchers found. Autoantibodies are immune proteins that mistakenly target the body's tissues and organs.

The findings were published recently in the journal *Rheumatology* by researchers including **Michael J. Clare-Salzler, M.D.**, UF College of Medicine department of pathology, immunology and laboratory medicine chairman.

"We wanted to know if patients with a higher omega-3 intake have a lower risk for developing RA," Clare-Salzler said. "Generally, what we're finding is that omega-3 is effective in blocking the RA antibodies."

+ TROUBLE LOSING WEIGHT?

If you're under constant stress and can't lose weight, there might be a protein to blame. In cell and mouse models, UF Health researchers discovered that chronic stress stimulates production of betatrophin, a protein that inhibits an enzyme that metabolizes fat.

+ EXTEND ESTROGEN, PROTECT MEMORY

The hormone estrogen helps protect memory, but estrogen replacement therapy stops working in women after age 65. Researchers at UF Health have found that increasing a particular receptor in the brain reinstated memory in aging rats when paired with estrogen.



🔴 BACK PAIN RELIEF

UF Health researchers have found that with the correct dosage, electrical stimulation treatment can help ease back pain in older adults who may have a diminished capacity for experiencing pain relief. Across all age groups, participants in the UF study experienced a 48 percent improvement in resting pain and a 34 percent reduction in pain with movement.



(From left) Colleen Booker, B.S.N., R.N., case manager, and Tamara Thomas, LCSW, M.S.W., social worker, were named the Patient and Family Resources department's case manager and social worker of the year in 2015.

UF HEALTH SHANDS | HOSPITALITY+SERVICE

HOLISTIC, COMPASSIONATE CARE FOR PATIENTS

A behind-the-scenes look at UF Health Shands Patient and Family Resources

BY ALINA AVALOS • PHOTOS BY JESSE JONES + MINDY MILLER

A patient who lives alone and is experiencing financial hardships and emotional stress walks through our doors seeking medical care. The patient is admitted to one of our hospitals, and the UF Health Shands Patient and Family Resources department steps in to assist.

The department includes about 150 employees who work to ensure holistic, compassionate care for patients and families through advocacy, teamwork, therapeutic intervention and links to community resources.

“Our team takes a close look at each patient’s comprehensive needs,” said **Kay Severson, M.S.W.**, UF Health Shands Case Management and Utilization Review director. “We focus on achieving outcomes within effective and appropriate time frames, while delivering quality and cost-effective care in collaboration with the health care team.”

Team members include case managers, social workers, discharge facilitators, utilization reviewers and pastoral chaplains. Most patients will encounter at least one of these experts during their hospitalization, and the teams often work together to provide the best possible patient experience.

UTILIZATION REVIEW

Once a patient is hospitalized, utilization reviewers analyze the individual’s chart and determine his or her medical necessities and handle insurance concerns to ensure benefits. Utilization reviewers identify any concerning factors — such as a patient who lives alone and needs financial and emotional assistance — and, if needed, a referral is sent to case management.

CASE MANAGEMENT

Case managers ensure that patients receive a smooth continuum of care with the right resources. They take a multidisciplinary approach by collaborating with the entire health care team. If an assessment reveals that a patient would benefit from specialized care in a skilled nursing facility following discharge, yet the patient prefers to go home, the case manager would refer the patient to a social worker to support the transition and help address his or her emotional needs.


SOCIAL WORK SERVICES

When called to help, social workers assess a patient's psychosocial and environmental stresses and provide direct intervention and support. They help create a plan based on a patient's specific needs and preferences. In addition to our hospitals, social workers are available in other locations, including the UF Health Medical Plaza and UF Health Davis Cancer Pavilion. In a case like the one outlined above, a social worker would ask questions to determine whether a patient can go home, rather than to a skilled nursing facility. If it is determined that with specific arrangements the patient can be sent home, a discharge facilitator is called to assist with the next step.

DISCHARGE FACILITATION

Once the team determines the patient is able to leave the facility, discharge facilitators support the continuum of care by making necessary post-discharge arrangements and ensuring the patient has the proper resources at home to facilitate recovery.

PASTORAL SERVICES

Pastoral chaplains are vital members of the team and can assist hospitalized patients and their loved ones during their UF Health Shands experience. During hospitalization, pastoral chaplains can be called on to help patients in a variety of ways. In addition to providing emotional and spiritual support tailored to a patient's beliefs, they can assist individuals and families with conflict resolution, end-of-life decisions and moral and ethical concerns relating to health care. 

Debra Hepburn, chaplain, is a member of the pastoral services team.

UF HEALTH | CARE+QUALITY

LEARNING FROM THE BEST

Nursing staff and students benefit from pioneering clinical teaching model

BY LAURA CASTRO • PHOTO BY MINDY MILLER



Fourth-semester UF College of Nursing student Janel Scholine and Sam Overly, R.N., UF Health Shands Hospital Medicine Unit 74 nurse and Academic Partnership Unit faculty member, are part of the new program.

THE ACADEMIC PARTNERSHIP UNIT, OR APU

The APU is a new model of clinical education that places nursing students in units to engage in patient care and learn from UF Health Shands nurses who are designated as university courtesy faculty nurses. To earn this designation, nurses must have a minimum of a Bachelor of Science degree in nursing, or B.S.N., or be currently pursuing the degree.

“Like mother, like daughter” is a poignant phrase for Janel Scholine, a fourth-semester student in the UF College of Nursing. Scholine witnessed her mother’s steadfast dedication to patient care during a 25-year nursing career. Now — through an innovative clinical education program at UF Health — she’s following her mother’s profession, but taking a slightly different path.

The Academic Partnership Unit, or APU, is a new model of clinical education that places nursing students in units to engage in patient care and learn from UF Health Shands nurses who are designated as university courtesy faculty nurses. To earn this designation, nurses must have a minimum of a Bachelor of Science degree in nursing, or B.S.N., or be currently pursuing the degree.

The program, which started in fall 2014, is a joint effort between leaders in the UF College of Nursing and UF Health Shands Nursing and Patient Services to enhance education and integration between students and nursing staff.

Traditionally, nursing students practice on several different units during their years of clinical care education. They're usually in large groups and adjusting each semester to a new unit takes up precious time they could be using to gain practical skills. The APU model ensures a low faculty-to-student ratio — two students per faculty member — and allows for more questions, comments and hands-on patient care experience. Students also work in the same unit with the same instructor for four semesters.

"You really get to know each other; you're part of the team," said Scholine, one of 22 students selected for the first year of the program. "The nurse knows what you need to work on and can put you in situations that challenge you and help you grow."

A successful first year spurred program expansion to include more students, faculty members and nursing units, said **Bryan Weber, Ph.D., ARNP**, UF College of Nursing undergraduate nursing program director and an associate professor. There will be a few minor changes in 2016, including additional resources for faculty nurses to better understand their teaching role and assist students.

"One of the goals of the APU is to translate expertise into teaching," said **Duke Lim, M.S.N., R.N., CNML**, UF Health Shands Nursing and Patient Services associate vice president and a coordinator of the program. "Our select staff has the opportunity to impart their knowledge to the next generation of nurses and assume a different role as an instructor in our current practice setting."

Students also benefit from a regular post-conference meeting with **Bonnie Carlin, M.S.N., R.N.**, a UF College of Nursing adjunct clinical assistant professor, APU academic faculty coordinator and part-time nurse on Medical Surgical Cardiac Care Unit 54. The students review their day, evaluate their clinical work and integrate evidence-based practices into care.

"Our select staff has the opportunity to impart their knowledge to the next generation of nurses and assume a different role as an instructor in our current practice setting."

— **DUKE LIM, M.S.N., R.N., CNML**, UF HEALTH SHANDS NURSING AND PATIENT SERVICES ASSOCIATE VICE PRESIDENT


"I'm a big believer in consistency and continuity, and that's what this program does well," said Carlin. "With the integration of the APU, we're moving toward consistency between what we're teaching and what we're practicing."

Sam Overly, R.N., a UF Health Shands Hospital Medicine Unit 74 nurse and APU faculty member, saw the program as a chance to change aspects of the traditional nursing education system he experienced when he was a student.

"The way you're taught tends to be very cut-and-dry and less hands-on than students are willing and want to be," said Overly. "I give them the opportunity to do a little more than what I got to do. I see my students advance and put together what they learn in class and actually do it with their hands."

The model originated in Australia and has since increased in popularity in New Zealand, Canada and the U.S. Notably, nursing schools at the University of Portland and the University of Massachusetts Boston have implemented similar programs with their health-system partners. UF Health's model builds on existing best practices and is tailored to suit the needs of our particular hospitals, students and patient care populations.

Scholine, who is in her final semester, is happy with the level of education and experience she is receiving in the APU.

"I feel confident in my skills," said Scholine. "I'm looking forward to entering the workforce and working with patients of my own." 

HARNESSING THE POWER OF TOGETHER

How one team put our strategic plan in action

BY TODD TAYLOR



For UF Health's new strategic plan, The Power of Together, to truly take hold, it's important for us to see how our day-to-day activities contribute to the big picture.

Launched in May, The Power of Together will carry UF Health through 2020. It builds on Forward Together, our last strategic plan, and we remain focused on becoming even more functionally integrated across colleges, research institutes, hospitals, practices and campuses.

Together, we strive to improve our communities and the health of our patients by zeroing in on our guiding principles — patient care, research, education, community engagement and growth and expansion.

We caught up with **Melanie Fridl Ross, M.S.J., E.L.S.**, UF Health chief communications officer, to see how UF Health Communications is contributing to The Power of Together.

How can a non-clinical department support The Power of Together?

Like other units under the UF Health umbrella, our singular focus is ultimately

on the patient, and the patient is truly at the heart of The Power of Together strategic plan. At first that might sound strange because we aren't at the bedside administering care. But our efforts to communicate about clinical services, research advances and educational initiatives all, at the end of the day, aim to provide patients with the information they need to get the best care possible so they can achieve the best outcomes possible. And our internal communications are designed to support faculty and staff and the great work they do to meet their goals.

How did The Power of Together influence the new Communications strategic plan?

Having a solid strategic plan is essential because it identifies our shared vision, values and goals and creates a roadmap we can follow as we collectively work to move the academic health center forward across all our missions. We put a lot of thought into which of our marketing and communications activities best help advance the goals outlined in The Power of Together. The process enabled us to step back and evaluate our ongoing initiatives and requests for

communications support. We worked with UF Health executive leaders to share how our team goals tied into The Power of Together plan to ensure they were comfortable with how we anticipated prioritizing our work as we seek to be good stewards of existing staff and operational resources.

What advice can you offer other departments that want to put The Power of Together into action?

We are part of a phenomenal organization with a tremendous amount of energy and enthusiasm for where we are headed. Understanding how your unit is uniquely positioned to support system goals and working with your team to identify clear and measureable objectives that align with them is essential to your long-term success. Involving all team members in the planning process helps ensure everyone is on board. Strategic planning, done right, is very satisfying and helps add clarity to the workday, and creates measureable ways to document success. And ultimately, if we all do our part, there will be great satisfaction in having helped to, as we like to say, "move medicine forward, with every patient we serve." +

For more information about The Power of Together, visit bridge.UFHealth.org/poweroftogether.

UF HEALTH | HOSPITALITY+SERVICE

HUDDLE UP FOR HOSPITALITY!

Monthly briefings will help us adopt best practices

BY KIM ROSE • PHOTO BY MINDY MILLER



The UF Health Dermatology at Springhill team gathered for a Hospitality Huddle during the pilot phase.

The numbers are impressive! Approximately 11,500 faculty, employees, housestaff and volunteers who support care at UF Health have completed 30,000 hours of Hospitality and Service training. Plus, new staff now receive training during orientation.

So what's next?


To help us hardwire the Hospitality and Service Standards of Behavior, "Hospitality Huddles" were introduced last October in a pilot program in multiple UF Health Shands inpatient nursing

units and hospital departments and UF Health Physicians outpatient practices. These twice-monthly briefings, uniting staff from different departments who work together, are designed to become a familiar part of our work culture.

"Organizations known for hospitality, such as Disney and the Ritz-Carlton, use huddles to help staff maintain customer focus and practice behaviors that are proven to create a great work and service environment," said **Marvin Dewar, M.D., J.D.**, UF College of Medicine senior associate dean and CEO of UF Health Physicians. "We're excited to introduce Hospitality Huddles at UF Health."

Starting this month, leaders will hold twice-monthly Huddles for work units and teams across UF Health Shands, UF Health Physicians, the UF College of Medicine and centralized UF Health core support departments.

During the informal, stand-up Huddles, leaders will present the month's Hospitality and Service standard, or "Highlight." Everyone will be asked to practice and observe specific behaviors and then share observations and lessons learned at the next Huddle. Highlights are selected to make a positive difference for everyone — patients, visitors and staff alike.

"Huddles will help us pause and be more mindful about how we go about our days," said **Janet Christie**, UF Health Shands Human Resources senior vice president. "We can explore what the behaviors mean to our organization, how they apply to each of us and how we can practice them with our patients, visitors and — of equal importance — each other." 

MONTHLY HOSPITALITY HUDDLES AT A GLANCE

Learn more about Hospitality and Service and the new Huddles on the Bridge at bridge.UFHealth.org/hospitality.

FIRST WEEK:

Teams meet to discuss a monthly Hospitality and Service Standard of Behavior, or "Highlight." Managers lead discussions and encourage staff to observe, practice and reinforce specific behaviors in the following days.

THIRD WEEK:

Teams meet again to debrief and share what they learned since the last Huddle. Everyone learns together how hospitality and service behaviors impact their personal and team encounters and contribute to our patients' experience.

UF HEALTH SHANDS | GROWTH+EXPANSION

CORE LAB GOES FULLY AUTOMATED

> As UF Health grows and patient volumes increase, we have a greater need to develop more efficient processes with high-quality outcomes. Starting this month, the UF Health Shands Hospital Core Laboratory will undergo renovations and become fully automated – leading to improved patient satisfaction and care.

"We're excited for the upcoming improvements," said **Mary Reeves**, UF Health Shands Laboratory Services director. "Implementing the latest technology in addition to creating a new workspace that allows for future laboratory testing needs will have a positive impact for patients, staff and physicians."

↑ 16%

The lab's annual test volume increased

16 percent from 2.24 million tests in 2010 to 2.62 million in 2014,

spurring the need for additional space and more advanced systems.

Lab automation integrates electronic and mechanical systems to produce faster turnaround times and more precise, reliable specimen testing. Automation allows lab staff to report analyzed results more quickly to our care providers, who can then evaluate and determine proper treatment for each patient.

The Core Lab, located on the third floor of UF Health Shands Hospital (north campus), provides testing services for programs across UF Health. In 2018, the labs will also support the new UF Health Heart & Vascular Hospital and the UF Health Neuromedicine Hospital.

The renovation team will replace equipment and install back-up support – if a system goes down, lab staff will still be able to retrieve all samples and testing will continue running on another instrument.

Service will continue as normal without interruption during this transition. The project will not impede other areas of the hospital: All work will take place inside the Core Lab operations and administrative space.

Construction will be completed in phases and is expected to finish in spring 2017.

Please note: The third-floor corridor from the east elevators to the Core Lab is closed. If you're coming from the east part of the building, please take another route.

Learn more at blueprints.UFHealth.org.



UF HEALTH SHANDS CHILDREN'S HOSPITAL | GROWTH+EXPANSION

NICU PHASE 1 EXPANSION UNDERWAY

> Construction recently began on the Neonatal ICU at UF Health Shands Children's Hospital. Pedestrian traffic is being rerouted and detour signage directs patients, visitors and staff to appropriate walkways.

You can access Labor and Delivery, the Mother-Baby Unit and the NICU from the

children's hospital east elevators. Access to third-floor patient care areas from the Atrium elevators and stairs will be closed during construction.

Thank you for your patience during construction. The renovations will help us provide the best possible patient and family experience while supporting staff with the most advanced care space.



UF HEALTH SHANDS | POLICIES+GUIDELINES

LENDING A HELPING PAW – PET THERAPY PROVIDES COMFORT

> A dog's unconditional love is often just what our patients need – visiting with a pup can bring comfort, spread smiles and relieve stress.

Pet therapy volunteers bring their gentle, trained dogs to meet with patients at UF Health Shands Hospital and UF Health Shands Cancer Hospital. All therapy dogs are registered with Volunteer Services and

a national therapy dog organization. They must meet specific guidelines and be accompanied by their owners.

Patients sometimes ask if their own dogs can visit them while hospitalized. Personal pet visitation is allowed under certain circumstances and must be arranged through UF Health Shands Volunteer Services.

Remember, if you see a dog – look for green! Pet therapy volunteers wear a green polo with the UF Health logo. A dog handler sporting a green UF Health sticker indicates approved personal pet visitation.

Call Volunteer Services at 352-265-0360 to schedule a safe, fun visit for a patient. To find policies and guidelines on the Bridge, search “dog visitation.”

PHOTO BY MINDY MILLER



UF HEALTH | CARE+QUALITY

FITNESS AND WELLNESS CENTER GETS NEW PIECE OF EQUIPMENT

> Thanks to the UF Medical Guild, the UF Health Medical Fitness Program received a \$2,000 grant to purchase a new piece of cardiovascular equipment to help users properly warm up their upper bodies.

The UF Health Medical Fitness Program was established in 2006 at the UF Health Orthopaedics and Sports Medicine Institute, as part of UF Health Rehabilitation Services. As a patient-supported service, the program provides medically based fitness and wellness programs aimed to help participants achieve a healthy and fit lifestyle. Participants include those who have completed physical therapy, have an ongoing medical condition or have been referred by their physicians to begin a medically supervised fitness and wellness program. In 2011, the program moved to the UF Health Fitness and Wellness Center, located in the south campus parking garage.

To learn more, call 352-733-0834.



PHOTO BY JESSE JONES



UF HEALTH SHANDS | GROWTH+EXPANSION

SITE WORK BEGINS ON NEW FREESTANDING E.R.

UF Health leaders grabbed shovels and broke ground for UF Health's new full-service, 911-receiving freestanding E.R. in southwest Gainesville. The UF Health Shands Emergency Center at Kanapaha will provide area residents with access to fast, high-quality emergency care. Construction is expected to finish in fall 2016. Pictured (from left) are **Ed Jimenez**, UF Health Shands CEO; **Adrian Tyndall, M.D., M.P.H., FACEP**, UF College of Medicine emergency medicine chairman and UF Health Shands chief of emergency services; **David S. Guzik, M.D., Ph.D.**, UF senior vice president for health affairs and UF Health president; and William Northcutt, Alachua County Fire Rescue fire chief.

UF HEALTH SHANDS PSYCHIATRIC HOSPITAL | EDUCATION+SCHOLARSHIP

LEADERS SHARE EXPERTISE ABOUT SUICIDE



Robert Carroll, M.B.A., M.H.A.



Michael Shapiro, M.D.

> The Children's Hospital Association, or CHA, recently highlighted UF Health Shands Psychiatric Hospital by publishing an article about suicide clusters in its latest newsletter. Authored by **Robert Carroll, M.B.A., M.H.A.**, UF Health Shands Psychiatric Hospital director of intake, and **Michael Shapiro, M.D.**, UF Health Shands Psychiatric Hospital child and adolescent unit medical director, the article was an extension of the presentation they gave at the CHA annual meeting last fall.

"Unfortunately, suicides in children and adolescents are rising in number, and in our experience, the cluster effect is likely to continue in the near future," Shapiro said. "Helping professionals and communities recognize the early warning signs of suicide clusters could save many young people's lives."

Our community experienced two clusters of adolescent suicide attempts in the past two years. The first resulted in a significant influx of admissions to our psychiatric hospital. Staff in the inpatient and outpatient psychiatric settings built upon lessons learned during these incidents by developing enhanced processes for screenings and admissions for at-risk patients and improved community outreach and education.

The practices put in place after these events are now used to educate mental health providers throughout the country to help them understand this phenomenon and prepare for similar crises in their communities.

To learn more about psychiatric services for children and adolescents at UF Health, visit UFHealth.org/childpsych.

UF HEALTH | EVENTS+ACTIVITIES

UF HEALTH CELEBRATES UF PRESIDENT FUCHS



UF President Kent Fuchs took aim at the UF Health football toss game featuring Albert during the Campus Showcase event, which celebrated his inauguration.

> UF Health was well-represented during December's Campus Showcase event, celebrating the inauguration of UF President Kent Fuchs. The two-day event was open to faculty, staff, students, alumni and friends and UF Health staffed six tables to promote our hospitals, institutes, physician practices and colleges. Participants received plenty of UF Health giveaways and played our inflatable UF Health football toss game featuring Albert. President Fuchs (pictured) also got in on the action!

The Power of Together: UF Health is an integral component of UF. By pursuing our goal of being among the nation's top-tier academic health centers, we contribute to UF's continued recognition as a top research university. Incredible things can happen when we work together.

PHOTO BY JESSICA BARTON



Gainesville Police Department officers visited with UF Health Shands Children's Hospital patient Victor Benfield during a recent visit to present patients with superhero capes.

UF HEALTH SHANDS CHILDREN'S HOSPITAL | EVENTS+ACTIVITIES

GPD VISITS HOSPITAL TO RECOGNIZE CHILDHOOD CANCER HEROES

➤ Kids with cancer and other childhood illnesses work hard with the medical staff at UF Health to fight their diseases. Officers with the Gainesville Police Department, or GPD, recognized their strength during a recent event at UF Health Shands Children's Hospital by bringing the children superhero capes.

"The GPD is a family and we support each other and the community we serve," said officer Lonnie Scott Jr. "Several members of our GPD family have been impacted by the detrimental effects of cancer, and continue to fight. Children fighting these battles are an inspiration and we consider them to be heroes."

With the assistance of the UF Health Shands Child Life Services team, officers helped the children choose capes, decorate picture frames with stickers, sing songs and play a few rounds of Simon Says.

According to Scott, a hero is defined as a person who, in the face of danger and adversity or from a position of weakness, displays courage, bravery or self-sacrifice.

"These children fight for their lives and experience more trial and tribulation than any of us could fathom," he said. "And heroes should wear capes!"

UF HEALTH SHANDS REHAB HOSPITAL |
EVENTS+ACTIVITIES

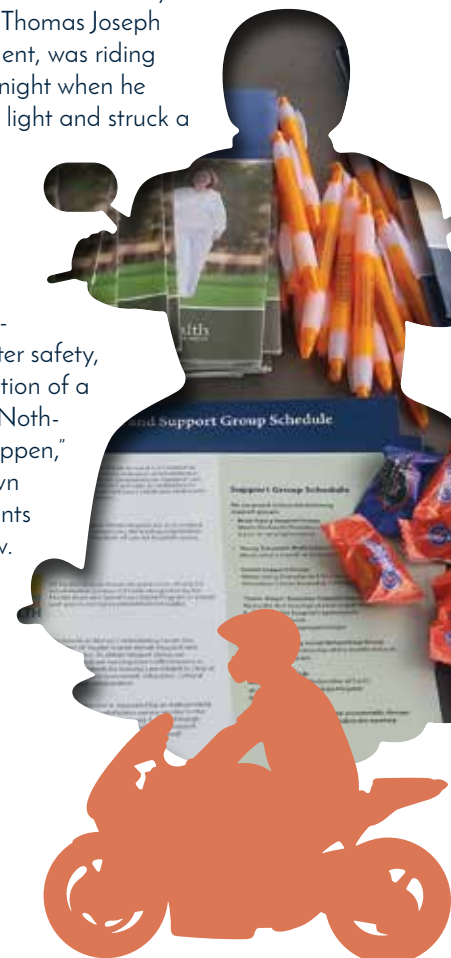
TWO-WHEELED SAFETY FOR STUDENTS

➤ With so many students zooming around Gainesville on scooters and motorcycles, it's important to educate them on the importance of safety when riding two-wheeled motor vehicles.

UF Health Shands Rehab Hospital staff recently promoted scooter and motorcycle safety for students in Gainesville during a Gear up Gators event. **Mary Smith-Sherry, M.A., CCC/SLP**, a speech language pathologist on the brain injury team, represented the hospital.

The event was organized by Maria Coady, a UF associate professor of English speakers of other languages and bilingual education, whose son was killed in a motorcycle accident in 2014. Thomas Joseph Coady, a UF student, was riding his motorcycle at night when he ran through a red light and struck a pickup truck.

Since her son's death, Maria has led several initiatives to raise awareness for motorcycle and scooter safety, including the creation of a short film called "Nothing's Going to Happen," which will be shown to incoming students during UF Preview.



WRITE THE ROADMAP TO EMPLOYEE ENGAGEMENT

Complete the Employee Engagement Survey to help improve our workplace

BY TODD TAYLOR

> How engaged are you?

It's a question we ask our employees each year during the UF Health Shands Employee Engagement Survey to find out what they like about working here, and what we can do to create an even better work environment.

"Engaged employees are happier in their jobs and provide better services," said **Greg Hollingshead**, UF Health Shands Human Resources Development director. "The survey allows us to measure how engaged our employees are, and how to make improvements."

We rely on your input to make our organization a better place to work. By taking the survey, you provide feedback that is used by leaders to create a roadmap to improve employee engagement. When we take pride in our work, we are able to provide our patients with the best quality care.

"It's really important to me and our leaders that every single employee feels the need to fill out the survey," said **Ed Jimenez**, UF Health Shands CEO. "We want to listen to employees. We want to make this a better place."

> Who can take the survey?

The survey is open to all UF Health Shands employees and UF employees in integrated core service departments.

> How do you take the survey?

The survey is available from Monday, March 7 through Monday, March 28. It can be taken at work or at home. Starting March 7, a link to the online survey will be sent to your work email and can also be found on the Bridge by visiting bridge.UFHealth.org/shands-hr.

> How long does it take?

On average, employees spend 10-15 minutes taking the survey.

> Is the survey confidential?

Yes. Your responses go directly to our survey administrator, Press Ganey Associates. At least five respondents must be included for a report to be generated for UF Health Shands managers to ensure anonymity. Please note: While your name and employee ID won't be attached to any of your answers, managers will receive their team members' open-ended responses word for word.


> Why are we asked to provide our employee ID numbers?

Your employee ID will only be seen by our third-party survey administrators, and it is used to properly categorize our employees by teams.

> Why should I take the survey?

Our leaders value your input and rely on it to make positive changes, which have included increased rounding, employee focus groups and additional employee events. Also, by taking the survey you'll be entered in a daily prize drawing. Employee identification remains confidential since names are drawn by Press Ganey Associates.

> Where can I find more information?

Stay tuned for more details from your manager, in emails, News+Notes and on the Bridge. 



Our response rate increased from 2014 to 2015. Help keep the roadmap for employee engagement headed in the right direction!

2014 74%
2015 82%

Percentage of employees who completed the Employee Engagement Survey

**Survey
available
March 7-28**

UF HEALTH | EVENTS+ACTIVITIES

FEB. 19: CELEBRATE BLACK HISTORY MONTH

► Celebrate Black History Month at 11:30 a.m. Friday, Feb. 19 in the UF Health Shands Hospital Atrium. Organized by the UF Health Shands Diversity Ambassadors, the annual event offers cultural and historical education about African-Americans' successes and scholarship and includes music, dance performances and a keynote speaker.

Look for details about this and other upcoming diversity events in emails, Shands News and on the Bridge – look for updates on the FYI: Announcements – Human Resources tab, or search “diversity.”



UF HEALTH | CARE+QUALITY

SAVE THE DATE FOR PATIENT SAFETY AND QUALITY WEEK

► Each year, UF Health faculty, staff and students gather at UF Health facilities to celebrate Patient Safety and Quality Week, presented by the UF Health Sebastian Ferrero Office of Clinical Quality and Patient Safety.

This year's events will take place March 14-18 and activities will focus on reinforcing safe practices and awareness through games, interactive patient safety displays, a poster session, a dynamic keynote speaker and more.

Guided behind-the-scenes tours will be led by representatives from key areas to demonstrate first-hand how their teams ensure patients receive outstanding care. You'll have a chance to learn more about hospital departments and develop new skills from our experts.

A crowd favorite is the Patient Safety and Quality Week annual poster session. The event will showcase ongoing collaborative projects across UF Health focused on improving important aspects of patient safety and quality.

Atrium events will help you test your patient safety knowledge, learn about recent quality initiatives and win prizes. Visit patient safety displays in the UF Health Shands Hospital Atrium, then check out a temporary “problem” inpatient room to identify potential hazards that can lead to clinical errors.

We also take time to honor and thank staff from across our organization who identified, intervened and prevented potential harm to our patients. We will host our second Heroes Recognition

Dinner to recognize these individuals and teams.

Join us for a week of activities to learn how we're providing outstanding service to our patients! Look for details on the Bridge and in UF Health publications and newsletters as the week approaches.





UF HEALTH | EVENTS+ACTIVITIES

HELP GIVE BABIES A HEALTHY START

➤ Join us at 8 a.m. Saturday, April 2 at Westwood Middle School for our 18th year of supporting the March of Dimes March for Babies event. Our teams have raised more than \$1 million to date.

Enjoy plenty of food, fun and festivities as we continue the march for stronger, healthier babies.

NOT UP FOR THE WALK? YOU CAN STILL PARTICIPATE:

- Stop by the UF Health Shands Hospital Atrium on Feb. 17 and March 18 to support our March of Dimes gift sale.
- Raise money online. Visit marchforbabies.org and search for our team titled University of Florida Health Gainesville to get started.
- Volunteer to help at our UF Health Shands Hospital Spirit Station.

For more information, email
marchforbabies@health.ufl.edu.

UF HEALTH SHANDS PSYCHIATRIC HOSPITAL |
EVENTS+ACTIVITIES

GOLF TO HELP AREA YOUTH AND SUPPORT PALS

➤ Each spring, the Haile Golf and Country Club hosts the Cadillac Invitational Golf Tournament to benefit PALS – Partners in Adolescent Lifestyle Support Program – the program overseen by professionals at UF Health Shands Psychiatric Hospital that provides peer support and therapeutic intervention to troubled students and enhances leadership skills for teen leaders.

This year's tournament takes place on Thursday, March 31 and consists of a golf scramble, raffle, lunch, dinner and after party for golfers and their guests. PALS mentors will share their stories during the lunch program.

Visit www.golf4pals.com to register.

