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# NEWS+NOTES

UF HEALTH SHANDS

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UF HEALTH | HOSPITALITY+SERVICE

## MORE THAN A JOB

### *Why UF Health is an extraordinary place to work*

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BY TODD TAYLOR

**B**efore joining UF Health two years ago, I always found meaning in my work. From providing food service, to helping students as a graduate assistant, to educating the community as a newspaper reporter, to promoting culturally enriching performances at the Phillips Center — I felt that in some way, I made a positive impact.

Working in a health care environment is a whole different ballgame. For our clinical care providers, lives are on the line. Though I serve in an administrative role, my team supports the endeavors of these clinicians, which means my work impacts patients, too. It only takes a walk through our facilities to realize why that's important.

I've seen families share their sorrow in a surgical waiting area; a tired mother pull her child down the hallway in a wagon with an IV pole in tow; and a man weakened by treatment step outside for a breath of fresh air. These moments drive home the significance of all our work.

Beyond the gravity of the care we provide in our facilities, I've found that UF Health is an organization that embraces its employees. Hospitality & Service training for new workers shows that while patients always come first, treating each other well is also a priority. There are various resources for employees to use: training courses, wellness tools, tuition reimbursement, employee discounts and the Employee Assistance Program, to name a few. (Find more employee benefits on the Bridge under "Services," then "HR Gainesville – Shands.")

But it's more than the classes, perks and resources. There's a true feeling of camaraderie and an underlying common cause that unites us. I imagine you've felt it, too, no matter your job title.

In this edition we delve into what makes UF Health an "employer of choice." Read about employees who worked elsewhere and returned to our organization, our Milestones Banquet that honored long-term employees, awards we earned for being a great employer and much more.

Have a great summer and thank you for reading News+Notes!

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FSC LOGO

Todd Taylor  
News+Notes Editor  
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UF HEALTH SHANDS | CARE+QUALITY

## Q&A WITH THE CEO – ED JIMENEZ

*Curious to know what's on the mind of our UF Health Shands CEO?*

**W**e 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!

### Why do you think so many employees return to UF Health after working elsewhere?

We do very rewarding work that really doesn't happen anywhere else in Florida. What we do here is special. Our employees believe in what we're trying to accomplish and know that they work for an organization that cares about them. I often reference us as a family. This sounds odd when you're talking about more than 9,000 people, but we are. To find this kind of atmosphere somewhere else is very difficult. At new employee orientation, I recently met a nurse who worked somewhere else and came back because she realized this is the right place for her. Those stories are very gratifying.

### Tell us about the annual Milestone Service Awards banquet to honor long-term employees.

I love the camaraderie. People are excited about being honored for how many years they've worked here, but they are also excited about their colleagues receiving recognition. There's a buzz and excitement. It makes me proud to see how much pride people take in working here. I also love meeting the family members of our employees. Sometimes our employees don't make it home for dinner, work weekends or have their vacation plans altered. I'm thrilled to meet these folks who are so gracious to share their loved ones' time and talents with us.

### Why should employees participate in Raising Hope at Work to support our new hospitals?


There's a motto I borrow from UF Health Shands chief medical officer, **Timothy Flynn, M.D., FACS**: 'Be an owner, not a renter.' Some people get fixated on numbers, but I just want more employees to participate in supporting our programs here at UF Health. Then people can see, touch and feel what they've invested in. They own a piece of it. I love the feeling that we're all truly owners of what we do here.



PHOTO BY JESSE JONES

*During a recent visit to the UF Health Shands E.R., CEO Ed Jimenez (center) visited with (from left) Lisa Eaddy, monitor support technician; Dana Wilkerson, R.N.; Matthias Valentine, critical care technician; Shannon Wallace-Giles, R.N., charge nurse; Crystal Thompson, R.N.; Dustin Murphy, R.N.; and Stannon McCreary, admissions specialist.*

### What makes our trauma care exceptional?

Our commitment to patients separates us from other health centers with E.R. and trauma services. Typically, you think of care beginning when a patient arrives at the hospital, but our physicians and nurses facilitate Emergency Medical Services Grand Rounds to see the whole picture and they include the teams that transport critical patients to our hospital. EMS first-responder staff share what they see in the field and how they approach their work. They also provide feedback about what happened once they arrived here. We're also concerned about post-acute care. What happens when people leave the hospital? When you think about trauma care from the moment an injury occurs until the patient is released and goes back to living his or her life, you take a different approach and see the patient throughout their care experience. You think about your role within a larger process — it's more than a job. 

### WANT TO SUBMIT A QUESTION?

Email [taylt@shands.ufl.edu](mailto:taylt@shands.ufl.edu) and we'll consider it for an upcoming edition.

UF HEALTH SHANDS | AWARDS+KUDOS

# CELEBRATING LONG-TERM EMPLOYEES FOR THEIR COMMITMENT

*Nearly 800 employees given “rock star” treatment at Milestone banquet*

BY NACUYA LEWIS

Every day, thousands of patients walk through our doors at UF Health Shands. We each play a vital role to ensure they receive the care and service they deserve. Hundreds of our colleagues have spent a decade or more of their careers at UF Health living our mission. Some have been here for 40 years or longer! These long-term employees have evolved along with our organization and our leaders recognize them annually at the Milestone Service Awards banquet.

“It’s a chance for staff to have fun with their colleagues and reflect on their careers here,” said **Kristi Gaver**, UF Health Shands Employee Relations event planner and project coordinator. “It is an opportunity for us to show how much their commitment to our patients and families means to us.”

Honorees are invited to the March

ceremony following their 10th year of service, and every five years thereafter. With the number of employees reaching these milestones jumping from 702 in 2015 to 797 this year, the event outgrew the smaller venues used in the past. This year it was held in UF’s Stephen C. O’Connell Center, which was transformed into a beautiful banquet hall for the celebration. With a rock star theme, attendees were treated to a laser light show, a cocktail reception in a VIP lounge area, a special appearance from UF President **Kent Fuchs** and guest appearances from staff members dressed as some of their favorite musical artists. **+**



## OUR STARS ARE SHINING

*UF Health Shands recently recognized 797 of our long-term employees*



Milestone	Employees
10 years	281
15 years	178
20 years	140
25 years	96
30 years	56
35 years	40
40 years	5
45 years	1

### 40-YEAR HONOREES

**Gussie Boatwright**  
UF Health Shands Hospital  
Security operations manager

**Gloria Irving**  
UF Health Shands Hospital  
Mother/Baby Unit support technician

**Margaret Lynn, R.N.**  
UF Health Shands Children’s Hospital  
NICU nurse

**Michael Wallick**  
UF Health Shands Hospital  
Patient Transportation attendant

**Patricia Wright**  
UF Health Shands  
Finance and Accounting clerk



Annette Spradley (with flowers), celebrated 45 years of service with (from left) James J. Kelly Jr., UF Health Shands senior vice president and chief financial officer; Janet Christie, UF Health Shands Human Resources senior vice president; and Ed Jimenez, UF Health Shands CEO.

Our shining star this year is **Annette Spradley**, a UF Health Shands Information Management outpatient coder for the Emergency Room Department. She is one of our longest-serving employees, having recently celebrated 45 years at UF Health Shands!

"I never thought I would see this day, but here I am ... and as long as I can work, I'm going to work," she said.

Spradley has experienced some of UF Health Shands' most significant transformations – becoming a health system, building new hospitals and rebranding. She has also had first-hand experience in the new technologies that transformed the health care industry. She describes going from paper to electronic records as "a miraculous difference." Coders average about 25-30 patient charts per day, documenting patient visits and charging for services. Spradley is known for her commitment.

"She is very dedicated to UF Health Shands and her work," said **Wendi Godshall**, UF Health Information Management coding supervisor. "She takes it to heart and treats every case personally. She wants to do nothing but the best for her patients. She just loves her job and that reflects in her work."

YEARS OF SERVICE THIS YEAR'S MILESTONE  
HONOREES HAVE GIVEN TO UF HEALTH SHANDS:

**14,005**



Long-term UF Health Shands Psychiatric Hospital and UF Health Shands Rehab Hospital employees were honored in April during a ceremony held at Embers Wood Grill. (Center) Diana Oliver, L.P.N., psychiatric nurse, was honored for more than 40 years of service with an award presented by (left) Daryl Cummings, M.S.N., RN-BC, psychiatric nurse manager, and (right) Marina Cecchini, M.B.A., administrator for the specialty hospitals.

UF HEALTH SHANDS | CARE+QUALITY

## FINDING THEIR WAY BACK

*Three employees share why they returned to UF Health*

BY JIMMY MCLAUGHLIN

Our inclusion in Forbes' America's Best Employers list and the Becker's Healthcare 150 Great Places to Work in Healthcare rankings reflects an organizational culture of empathetic service, collaborative learning and professional growth.

Another indication that we're building a reputation as an employer of choice is the number of employees who are returning to work with us. In the past year alone, we've rehired 262 former employees at UF Health Shands. Here, we recognize a few of these "return employees" whose stories embody what makes UF Health a great place to build a career.



### CHRISTINE CASSISI

Patient Experience department director  
UF Health Sebastian Ferrero Office of  
Clinical Quality and Patient Safety

**Christine Cassisi** began working at UF Health Shands in 1981 as a patient advocate. Eight years later, she left our organization to pursue her M.B.A. in Chicago. While pursuing her degree, she worked at Mercy Hospital as a patient advocate. She then worked in logistics and supply chain for Levi Strauss & Co. and Greatwide Trucking.

Cassisi missed the challenges of working in a teaching hospital and returned to UF Health in December 2009 as the manager for the BEST, or Building Excellent Service Together, customer-service initiative at UF Health Shands, which preceded Hospitality & Service.

She couldn't pass up the opportunity to help strengthen a culture of hospitality and service during an exciting period for the organization — just six months following the arrival of **David S. Guzick, M.D., Ph.D.**,

UF senior vice president for health affairs and UF Health president.

"The whole idea of better integrating the College of Medicine and the hospital was what really attracted me and why it was so important to come back," Cassisi said. "I really missed the cutting-edge environment of an academic health center."

Soon after her return, Cassisi's position evolved to become the director of the Patient Experience team. She oversees patient advocates, language access services for our limited English proficiency patients and patient and family advisory activities.

"I think this is a challenging environment in the best possible way," Cassisi said. "We are working so hard because we're doing well. Patients come to us and trust us."



**ALPHONSO MILLER, M.S.,  
RHIA, CHTS-IM**  
Clinical documentation coordinator  
UF Health Physicians Epic Applications

In 2002, **Alphonso Miller** joined the UF Health Shands Hospital Food and Nutrition Services team. He delivered meal trays to patients, verified dietary needs and worked as a cashier in the cafeteria.

“I was just happy to be within the organization,” Miller said. “Working in food service was so fun.”

In 2006, Miller transferred to UF Health Physicians as an office representative, where he took patient calls, set appointments and facilitated the patient check-in process. Four years later, he became a financial counselor, handling billing and insurance for UF Health Physicians. When UF Health transitioned to EPIC, the electronic medical record system, Miller became an information system specialist. While in this role, he earned his master’s degree in health service administration and interned with UF Health Physicians Informatics.

Following graduation, Miller accepted a position at Nemours Children’s Health System in Orlando to help implement EPIC in acquired pediatric clinics throughout Central Florida, but he always eyed a return to Gainesville. Two years later, the opportunity arose. With the end of the EPIC implementation process at Nemours closing in, a position opened on the UF Health Physicians Informatics team where he had interned. Miller was offered the position and returned to UF Health in February.

“I’m grateful that there’s so much opportunity for growth,” he said. “I started out with the lowest pay grade. I made the climb I have because of the opportunities I’ve been given.”

**262**  
former employees were rehired at UF Health Shands from March 2015 to March 2016



**FLEURY YELVINGTON**  
Operations director  
UF Health Office of Development

After studying English at UF, **Fleury Yelvington** worked in the Jacksonville Mayor’s office and met chief financial officer Eugene McLeod, a UF graduate, who was leaving to work for UF Health Jacksonville.

“If you get your master’s in hospital administration, I’ll hire you,” she recalls him saying.

Yelvington earned her degree, and McLeod kept his promise. She was recruited to UF Health Shands, where she served as director of clinical services from 1989 to 1993. She then left to become chief operating officer at St. Joseph’s Hospital in Tampa.


“I would never have left, but when you are striving to be a CEO, you have to take that kind of opportunity,” she said.

Yelvington went on to become a top administrator at St. Mary’s of Michigan before fulfilling her dream and serving as CEO of Carondelet Health in Kansas City

from 2007 to 2014. After the organization’s sale in 2014, she returned to Gainesville as UF Health Office of Development director of operations.

“I loved all of my hospitals, but there’s just an energy in a teaching hospital like UF Health Shands that’s unique. I’m so grateful to be back here,” Yelvington said.

Her ties with UF Health go beyond her occupation. While Yelvington was working at St. Joseph’s Hospital, her mother suffered a hemorrhagic stroke. The head neurosurgeon said her mother’s best chance for survival was to receive treatment at UF Health Shands. Her mother’s surgery was successful, and she made a full recovery.

Yelvington said, “I was watching how everyone was treated. This organization really rallies around our families and patients.” 

UF HEALTH SHANDS | CARE+QUALITY

## FORMER NURSES RETURN TO PROVIDE EXPERTISE

*Retired nurses encouraged to join the SAGE program*

BY NACUYA LEWIS

PHOTO BY MINDY MILLER



(From left) Betty Grisham, M.S.N., R.N., NE-BC; Patricia Hickey, A.S.N., R.N.; and Linda Morris, M.S.N., R.N., NE-BC, are SAGE program nurses.

After 41 years of serving others, **Patricia Hickey, A.S.N., R.N.**, struggled to walk away from the profession she loved. Shortly after retiring, she learned of a new initiative being launched at UF Health Shands — the Shands Advisory and Guidance Expert, or SAGE, program.

“I was the very first applicant,” she said. “The learning experience here is second to none, and I was excited to come back and get involved with this hospital again.”

Launched in 2006, the SAGE program recruits nurses with 15 or more years of experience who previously worked at UF Health Shands and are retired or not currently working. They are given the

opportunity to offer their expertise to nursing units or assist in the growth of UF Health Shands Nursing and Patient Services in part-time positions.

From temporarily serving as a unit’s nurse manager to guiding rookie nurses during orientation, SAGE nurses hold different roles. They serve as mentors for incoming nurses and students and assist with patient teaching, staff interviews and training, project management and data collection and analysis.

“We developed the program to provide administrative support for our leadership teams, but it has evolved into our nurses stepping up to take on endeavors such as our stroke and chest pain programs,” said

**Mary Beasley, B.S.N., R.N., NE-BC**, UF Health Shands Hospital Nursing co-director of magnet programs and special projects.

**Betty Grisham, M.S.N., R.N., NE-BC**, has been a nurse for 49 years and recently retired from UF Health Shands after 17 years. Following just six months of retirement, she returned as a SAGE nurse.

Grisham said, “The program is small, and a lot of current nurses constantly ask what SAGE stands for. I just tell them it’s a way of saying we’re spicy and seasoned!” **+**

UF HEALTH | EVENTS+ACTIVITIES

## MAKING MUSICAL CONNECTIONS

*Newly formed staff ensemble makes hospital debut*

BY JIMMY MCLAUGHLIN

PHOTO BY MINDY MILLER



*(From left) Hailee Cornett, a UF College of Liberal Arts and Sciences student; Addie Grikstas, a UF College of Health and Human Performance graduate; Linda Morris, M.S.N., R.N., NE-BC, a UF Health Shands Hospital SAGE nurse; and Ferol Carytsas, UF Health Shands AIM volunteer coordinator, collaborated during a recent UF Health Staff Music Ensemble rehearsal.*

UF Health Shands Arts in Medicine recently launched a program uniting faculty, staff and students together in musical harmony. The pilot UF Health Staff Music Ensemble made its debut in the UF Health Shands Hospital Atrium in May.

“It’s a component that’s been missing from our program,” said **Ferol Carytsas**, UF Health Shands Arts in Medicine volunteer coordinator. “I have dreams of expanding the ensemble. It’s a matter of finding and engaging staff members and physicians.”

The only requirement to join the ensemble is musical experience — whether it’s from college, primary school or elsewhere — and the ability to read sheet music. All faculty, staff, alumni and students are welcome. Carytsas leads


rehearsals every other Tuesday from 5:15-6:30 p.m. at the UF Health Shands Facilities Administration Building off Newell Drive and hopes to expand the instrumentation.

Carytsas, a professionally trained musician, received her inspiration from similar programs at Duke University and University of Michigan medical centers. Both programs united top physicians, faculty and staff through music and recruited as many as 90 members.

“There are a lot of studies that show how music improves well-being,” Carytsas said. “It’s about building community and coming together in a creative and non-

threatening environment.”

**Linda Morris, M.S.N., R.N., NE-BC**, a UF Health Shands Hospital SAGE nurse, was the program’s first “recruit.” She played with Carytsas at a wedding before the ensemble united. Morris is often the group’s unofficial music selector, choosing pieces ranging from Coldplay to Mozart to Aerosmith and even “Phantom of the Opera.”

“The music we’re playing is fun and accessible to both ourselves and our audience,” Morris said. “I really enjoy playing with other employees, and I know there are many others in the organization who are musically gifted. I encourage them to check it out.” 

**JOIN THE ENSEMBLE COLLABORATION GROUP TODAY!**

For more information, search “staff ensemble” on the Bridge or email [carytf@shands.ufl.edu](mailto:carytf@shands.ufl.edu).

UF HEALTH | AWARDS+KUDOS

## UF HEALTH CLIMBS FORBES' LIST FOR SECOND YEAR

*UF, UF Health among top tier of publication's annual Best Employers rankings*

BY DOUG BENNETT

For the second year in a row, UF and UF Health are on Forbes' list of America's Best Employers, with UF Health rising nine spots from last year to No. 16 among all health care providers and UF ranking 13th among public universities in the survey of workers nationwide.

Overall, both saw marked improvements from 2015. UF Health came in at No. 89 on the list of the top 500 companies, up significantly from 154th last year. UF also saw a notable rise to No. 90 this year.

"Our employees make it possible for us to focus on high-quality patient care, so we are extremely pleased that our nurses, doctors, faculty and staff would recognize us in this fashion," said **David S. Guzick, M.D., Ph.D.**, UF senior vice president for health affairs and UF Health president. "This recognition reflects the UF Health culture of engagement and collaboration among faculty and staff across the academic health center."

**Paula Fussell**, recently retired UF vice president for human resource services, said she's pleased with the latest results.

"UF being on the list again this year is wonderful news; seeing that

our ranking improved so much is icing on the cake," Fussell said. "It reflects the importance we place on our employees and the effort we put into making the University of Florida such a great place to work."

Working with online statistics provider Statista, Forbes asked more than 30,000 U.S. workers employed by companies with more than 5,000 staff members to determine, on a scale of zero to 10, how likely they were to recommend their employer to someone else. Forbes also asked workers how they feel about other employers in their industry.

Employees were contacted anonymously online without the involvement of their employer. Respondents included in the sample are representative of the U.S. workforce by gender, age, region, education and ethnicity.

Visit [www.forbes.com/best-employers/list](http://www.forbes.com/best-employers/list) for the full Forbes list. **+**

"This recognition reflects the UF Health culture of engagement and collaboration among faculty and staff across the academic health center."

DAVID S. GUZICK, M.D., PH.D.  
UF SENIOR VICE PRESIDENT FOR HEALTH AFFAIRS  
UF HEALTH PRESIDENT

25 Among health-care providers  
154 Overall

16 Among health-care providers  
89 Overall

2015

2016

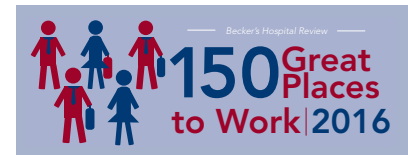
### CLIMBING THE RANKS

UF Health's rankings in first two years of Forbes' America's Best Employers list

UF HEALTH SHANDS | AWARDS+KUDOS

## UF HEALTH SHANDS RECOGNIZED AS TOP HEALTH CARE WORKPLACE

*Our hospital made Becker's list of greatest places to work*



BY DOUG BENNETT

UF Health Shands Hospital has been recognized as one of the nation's 150 Great Places to Work in Healthcare by Becker's Healthcare.

Each year, a list of the premier health care workplaces is developed through nominations and editorial research by Becker's, which publishes business and legal information for top health care industry leaders.

"It is very fulfilling to have a prominent publication recognize the outstanding and dynamic work environment at UF Health Shands," said **Ed Jimenez**, UF Health Shands CEO. "This honor is one that can be shared by the thousands of dedicated employees who are committed to the highest quality of patient care as well as the accomplishments and well-being of their colleagues."

The Becker's Healthcare editorial team chose the top 150 organizations for 2016 from among those that


submitted nominations, as well as others that received national, state or local recognition. The selection criteria included benefits offerings, wellness initiatives, efforts to improve professional development, diversity and inclusion, work-life balance and a sense of community among employees.

"We are proud to be included on this list with so many outstanding organizations," said **Janet Christie**, UF Health Shands Human Resources senior vice president. "Our hard-working staff is second to none and we strive to offer them the best benefits and resources possible and create a workplace that matches their talents."

The list features health care provider organizations — such as hospitals, health systems, ambulatory surgical centers and home health agencies — as well as other types of health care-specific companies, including consulting firms, health information technology vendors and

medical societies.

"Being recognized by Becker's Healthcare as one of the 150 great places to work is a testimonial to the efforts of our faculty, nurses, residents and other staff who make working at UF Health Shands Hospital a rich and rewarding experience," said **Timothy Flynn, M.D., FACS**, UF College of Medicine senior associate dean for clinical affairs and UF Health Shands chief medical officer.

The publications produced by Chicago-based Becker's Healthcare include Becker's Hospital Review, a monthly report geared toward high-level leaders of hospitals and health systems, as well as other trade publications and reports. 

"This honor is one that can be shared by the thousands of dedicated employees who are committed to the highest quality of patient care as well as the accomplishments and well-being of their colleagues."

ED JIMENEZ  
UF HEALTH SHANDS CEO

## PATIENT WISH LIST: REMEMBER THE SIMPLE THINGS


*Patient Satisfaction team goes straight to the source for advice*

BY NACUYA LEWIS

Our patients have spoken and we're listening. The UF Health Shands Patient Satisfaction Continuous Quality Improvement, or CQI, team recently adopted a list of the 10 most common things that inpatients and their families want to remind our clinical staff, known as the Patient Wish List.

"Though many of the items on the list seem like common sense, in the hustle and bustle of health care, providers may forget some of the simple things," said **Jessica Birkett, M.S.N., R.N.**, UF Health Shands Hospital Medical/Surgical Unit 74 nurse manager and UF Health Shands Patient Satisfaction CQI team member. "Implementing the Patient Wish List will continue to assist the organization toward our vision of patient-centered, innovative and high-quality care."

The team is led by **Robert Leverence, M.D.**, UF College of Medicine professor and vice chair for clinical affairs, and **Irene Alexaitis, D.N.P., R.N., NEA-BC**, UF Health Shands Hospital chief nursing officer and Nursing and Patient Services vice president. The focus is on implementing innovative ways to improve our patient experience, based on patient satisfaction scores using data collected through rounding surveys. After reading an article that featured The John Hopkins Armstrong Institute for Patient Safety and Quality Wish List, the team noticed the items on this list matched many of our patients' wishes and decided to implement the strategy at UF Health.

"This list is a constant reminder that our patients are at the heart of our organization," Alexaitis said. "It's important to us that our patients are physically and emotionally comfortable. We're excited to have yet another method in place to ensure that we're keeping quality patient care at the forefront of our health care." 

### *Patient Wish List*

- ✓ Please let me sleep.
- ✓ Keep the noise levels down at the nurses' station.
- ✓ Keep my personal belongings safe.
- ✓ Knock on the door before entering.
- ✓ Please keep my whiteboard current.
- ✓ Update me and my family often.
- ✓ Keep my room clean.
- ✓ Listen to me and engage me in my care.
- ✓ Please orient me to my surroundings.
- ✓ Provide a Patient Information Guide.
- ✓ Please maintain professionalism in all areas.

The Patient Wish List will be displayed throughout all nursing units, patient rooms and physician work rooms. It serves as a reminder for staff and patients of how much we value providing quality care.

UF HEALTH | GROWTH+EXPANSION

## MOVING MADE EASIER

*Transition plans underway for new south campus hospitals*

BY LAURA CASTRO

A huge timer counts down days, hours, minutes and seconds until Dec. 10, 2017. It hangs prominently in the project management headquarters — a daily reminder of the task at hand as UF Health leaders and staff prepare to open the UF Health Heart & Vascular Hospital and UF Health Neuromedicine Hospital.

“We’re creating a campus that enhances the patient care experience and supports UF Health’s clinical missions,” said **Brad Pollitt, A.I.A.**, UF Health Shands Facilities vice president. “Our focus throughout this entire process is to create the perfect patient experience and give our staff the best possible place to provide world-class care.”

The UF Health Shands Hospital Management Engineering Consulting Services team is leading the transition process to move staff and services to the new hospitals and communicate with internal audiences, patients and the public. With UF Health Shands Facilities leaders, they’ve set clear, focused goals from comprehensive planning to implementation.

The process relies on interdisciplinary teams — one steering committee and five subcommittees of staff who are developing

preparation and moving plans. More than 300 leaders and representatives from diverse departments will handle all aspects of the moves. Support Services, Patient Care, Orientation, Information Technology and Communications subcommittees meet monthly. They are setting strict milestone goals to cover logistics, staffing, implementation, operations, communication and budgeting.

“Many of us were here when we moved into the UF Health Shands Cancer Hospital in 2009 — we’re part of the legacy team,” said **Roque Perez-Velez, P.E., CSSBB, DSHS**, UF Health Shands Hospital Management Engineering Consulting Services director. “We’re relying on tools, mechanisms and processes that worked well in the past so that we can do it again successfully.”


Perez-Velez and his team are well-versed in transition planning and working with facilities, operations, nursing and support services. They complete an average of 71 projects each year and provide consulting support to departments throughout UF Health to make progress on quality outcomes and process improvement.

“The Facilities division has given us the

opportunity to lead transition-planning processes for a variety of projects,” he said. Recent examples include the UF Health Shands Hospital Core Laboratory renovation, the UF Health Children’s Surgical Center relocation and the construction of the UF Health Shands Emergency Center at Kanapaha, set to open in October.

“These projects have been instrumental in training and developing different staff members on smaller, controlled projects that relate very closely to a major, two-hospital transition planning.”

Perez-Velez offered advice for staff who will be involved in the upcoming move.

“Observe, speak out, trust and participate,” he said. “Each one of us can bring something to the process to ensure that we’re doing right for both our patients and each other.” 



UF HEALTH | CARE+QUALITY

## NEW RESIDENTS JOIN THE UF HEALTH FAMILY

*Housestaff begin advanced clinical education*

BY LAURA CASTRO



Each summer, medical school graduates and new physicians start training at UF Health Shands hospitals and programs and UF Health Physicians outpatient primary care and specialty care practices. Before they begin their advanced clinical education, they are introduced to our organization at orientation.

On June 30, 197 residents will converge on the College of Medicine for housestaff orientation, conducted by our Graduate Medical Education Housestaff Affairs office. The office supports residents and fellows for three to seven years while they continue their education at UF Health.

At orientation, leaders welcome housestaff and teach them about our patient safety and quality initiatives, clinical programs and resources. Housestaff are also required to complete UF Health Hospitality & Service training, which reinforces specific standards of behavior that help ensure staff provide the best possible experience to our patients. **+**


UF HEALTH | RESEARCH+DISCOVERY

## LAB NOTES

*Check out recent research developments at UF Health*

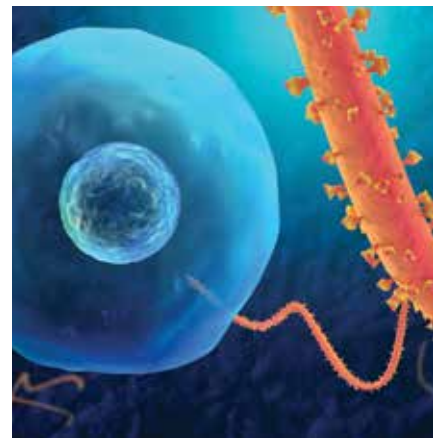


### A HIGH-FAT, LOW-CARB TUMOR ATTACK

UF Health researchers have slowed a notoriously aggressive type of brain tumor in mouse models by using a low-carbohydrate diet. A high-fat, low-carbohydrate diet that included a coconut oil derivative helped reduce the growth of glioblastoma tumor cells and extended lifespan in mouse models by 50 percent, researchers found. Glioblastoma, the most common brain tumor in adults, has no effective long-term treatment and on average, patients live for 12 to 15 months after diagnosis, according to the National Cancer Institute. The findings are a new twist on an old idea: The so-called ketogenic diet has been used for nearly 90 years to help reduce epileptic seizures. Now, a high-fat, low-carbohydrate version of the ketogenic diet has been shown to slow glioblastoma tumors by cutting back on the energy supply they need to thrive, said **Brent Reynolds, Ph.D.**, a UF College of Medicine neurosurgery professor. 

### + DETECTING CANCER WITH LASERS

UF Health researchers are examining whether using confocal laser endomicroscopy, a laser light probe that can obtain real-time images of kidney tissues, can determine whether a kidney tumor is cancerous before subjecting a patient to an invasive needle biopsy or surgery. The researchers found that kidney tissue surrounding a tumor was distinguishable from tumor tissue, and are now focused on making the probe even smaller.



### STOPPING EBOLA

The United Nations' interventions in the Sierra Leone Ebola outbreak led to a dramatic drop in the transmission of the disease, according to a study led by a UF Health researcher. When the UN intervened in Sierra Leone in October 2014, the country saw a 43 percent reduction in the transmission of Ebola at the population level. When the intervention was completely in place by the end of December 2014, the rate dropped by 65 percent.

UF HEALTH SHANDS | CARE+QUALITY

## NO TIME TO SPARE

*Working together, saving lives*

BY ALISHA KINMAN • PHOTOS BY JESSE JONES AND MINDY MILLER

For more than 10 years, area patients in need of emergent care in extreme cases have relied on the UF Health Shands Trauma Center — the area’s only designated Level 1 trauma center. Some trauma patients arrive to the hospital via UF Health ShandsCair emergency transport, or by a third-party emergency medical service provider. The rooftop helipad at UF Health Shands Cancer Hospital makes patient transport fast and accessible to the trauma center, located in the UF Health Shands E.R.

Our trauma center teams provide comprehensive care for all injuries, including the most significant life-threatening injuries in adults and children — severe orthopaedic trauma, gunshot wounds and traumatic brain injuries. Since 2004, our teams have treated more than 25,000 patients with traumatic injuries, almost half of which resulted from motor vehicle collisions. **+**



1

### 911 SYSTEM ACTIVATION

When a patient is severely injured, the 911 system is activated and a local EMS agency assesses the situation. Radio dispatch is sent from the responding agency to indicate whether additional help is needed at the scene. If injuries are severe and time is critical, EMS can request help from UF Health ShandsCair or another EMS flight program.



5

### TRAUMA TEAM MEMBERS MOBILIZE

When the patient is headed to the hospital, a trauma alert is activated and E.R. and trauma teams receive an estimated time of arrival. Meanwhile, clinicians specialized in trauma care assemble in the trauma center, including a trauma surgeon, E.R. physician and resident, two registered nurses, a critical care tech and other team members. Experts from a variety of specialties may be called on to help care for the patient.



## HERE'S HOW WE MOBILIZE FOR A TRAUMA SITUATION:

When an emergency strikes, our E.R. and trauma teams and EMS providers are prepared to stabilize the patient and line up definitive treatment as swiftly as possible. With a strategic plan in place and a team of highly trained clinicians on standby, our teams are prepared to handle Level 1 trauma patients at any given time.



➔

2

### CHRISTINE VAN DILLEN, M.D.

Alachua County EMS system medical director, EMS fellowship program director and a UF College of Medicine assistant professor of emergency medicine

EMS personnel share details regarding the patient's status with the E.R. team.

3

### UF HEALTH SHANDSCAIR COMMUNICATIONS CENTER

The UF Health ShandsCair Communications Center team briefs E.R. clinicians about the patient's condition and initiates trauma paging to appropriate teams.

4

### SHANNON WALLACE-GILES, R.N.

UF Health Shands E.R. charge nurse

The E.R. charge nurse monitors the radio for any updates from UF Health ShandsCair Communications Center dispatch.



6

### PATIENT ARRIVES AT E.R.

The patient is delivered to the trauma center and the EMS agency provides the medical team details on the patient's condition.



7

### DONNA YORK, R.N., M.S.N.

UF Health Shands Trauma Program manager

After treatment by the medical team in the trauma center, the patient is taken to surgery or admitted to the appropriate unit for treatment and/or evaluation. The trauma program manager completes a quality review process to help ensure future improvements and best practices.



UF HEALTH | CARE+QUALITY

## SACRED HEART AND UF HEALTH FORM AFFILIATION TO TRAIN RESIDENTS

> In March, officials at Sacred Heart Health System and the UF College of Medicine announced a collaboration to operate physician residency programs in Pensacola to train medical school graduates specializing in pediatrics as well as in obstetrics and gynecology.

"The partnership between UF and Sacred Heart helps us train the physicians needed to care for the citizens of our state and especially our local communities such as Pensacola, and it combines the best attributes of university-based and community-based residency training into a single program," said **Michael Good, M.D.**, UF College of Medicine dean.

The residency training program builds on the existing relationship between UF Health and Sacred Heart Health, according to UF Health Shands CEO **Ed Jimenez**.

"We have a long tradition of working with Sacred Heart Health System to improve residents' access to high-quality clinical care and service," Jimenez said. "This is a continuation of our positive teamwork and collaboration."

Sacred Heart has operated residency programs in pediatrics as well as OB-GYN since the 1970s. Its pediatric residency program currently includes 26 physicians in a three-year education and training program, while the OB-GYN residency program has enrolled 15 physicians in a four-year program.

Under the new agreement, the residents and the board-certified physicians who serve as program faculty will be employed by UF.

The agreement sets the stage for further collaboration between the two organizations that can extend UF experts' medical expertise and the research experience of UF to northwest Florida.

UF HEALTH SHANDS | BENEFITS+TRAINING

## EMPLOYEE ENGAGEMENT SURVEY PARTICIPATION REACHES NEW HIGH!

> Thanks to the more than 80 percent of employees who took the 2016 Employee Engagement Survey, we set a new record with 7,577 completed surveys. You are helping us create a workplace that matches the talents and passion of our dedicated staff.

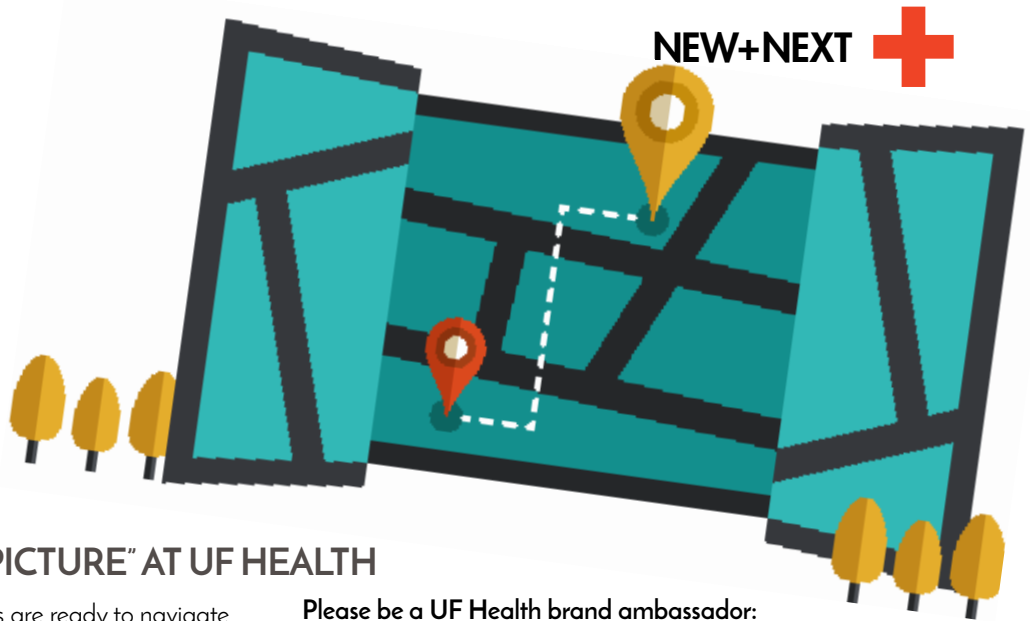
### The survey results help us:

- Measure employee engagement at the system and site levels
- Measure progress toward goals we set following the last survey
- Remain focused on the key drivers of employee engagement so we can continue to improve UF Health as an employer of choice

Stay tuned for announcements in News+Notes, on the Bridge and in emails for upcoming feedback and action-planning sessions where you can help put your ideas into motion.



**7,577**  
completed  
surveys!



UF HEALTH | HOSPITALITY+SERVICE

## EXPLAINING “THE BIG PICTURE” AT UF HEALTH

> Our newly hired staff and volunteers are ready to navigate their new workplace and understand the organization. We want them to get a sense of “The Big Picture” at UF Health and feel excited about the opportunities our academic health center offers.

Recent recruits to UF Health now see a new orientation video, created in-house by the UF Health Communications division. It’s also a great tool for existing employees to get a better feel for The Power of Together!

The video outlines UF Health’s vision, mission and values. It presents an overview of our hospitals and outpatient practices, colleges, research institutes and centers, affiliations and programs that make us unique. It also emphasizes quality care and hospitality and service.

### Please be a UF Health brand ambassador:

- Find the Staff Welcome Video on the Bridge under “Education,” then “Faculty/Staff Development.”
- Visit the “About Us” section of UFHealth.org to learn about our social/charity care mission and view financial statements and fact sheets.
- Explore the Bridge homepage, including the “FYI: Announcements – In the News” section to see our latest news releases and the “Multimedia” section at the bottom of the page to view our latest videos.
- Share what you know with patients, visitors and your family, friends and neighbors!

UF HEALTH | RESEARCH+DISCOVERY

## SEE COUNTY HEALTH DATA WITH NEW UFHEALTH.ORG TOOL

> The UF Health Shands Community Health Dashboard is a free resource for anyone interested in learning more about community health in key Florida counties. The free, user-friendly tool can be found online by visiting [UFHealth.org/community-health](http://UFHealth.org/community-health).

Hone your searches on the dashboard by noting a location type – county, census tract or ZIP – or choose a specific county. You can further narrow your results by selecting age, gender or ethnicity. The seven counties represented on the dashboard are: Alachua, Bradford, Columbia, Levy, Marion, Putnam and Suwannee.

You’ll find graphics that display historic trend information, maps and other

demographic data, as well as specific metrics about hospitalizations and emergency department visits from residents.

Data is not specific to UF Health activity – it relates to county-level resident activity.

A report feature is embedded within the dashboard tool and allows users to export PDF files or email data reports as needed. There is no cost for creating or emailing the reports.

Data is updated as available and labels indicate when the last update was made. If you have questions, please email **Wendy Resnick**, UF Health Shands Financial Services senior director of finance, at [resniw@shands.ufl.edu](mailto:resniw@shands.ufl.edu).



UF HEALTH | CARE+QUALITY

## WE LEARN BY DOING

*Simulation lab provides hands-on experience with advanced technology*

BY LAURA CASTRO • PHOTOS BY JESSE JONES



*Samsun Lampotang, Ph.D., UF College of Medicine Center for Safety, Simulation & Advanced Learning Technologies director and a UF College of Medicine anesthesiology professor, showed employees “Stan,” a human patient simulator, during a behind-the-scenes tour for Patient Safety and Quality Week.*

A group of employees eagerly approach a human patient simulator stretched out on a hospital bed. Gasps echo through the room as the mock patient’s lifelike chest rises and mechanical eyes dilate and blink. Affectionately called “Stan,” the patient simulator technology was the highlight of a behind-the-scenes tour during Patient Safety and Quality Week in March.

The UF College of Medicine Center for Safety, Simulation & Advanced Learning Technologies provides real-life simulation training to residents, faculty and staff throughout UF Health. In March, the center was opened to interested individuals during a week of safety and quality activities.

“We’re always looking for ways to be inclusive and highlight the cool things that people do here every day to improve quality care,” said

**Cristin Owens**, UF College of Medicine Graduate Medical Education assistant director and chair of the Patient Safety and Quality Week committee. “All of the tours were highly successful and we received great feedback.”

The week of events highlighted UF Health’s mission to provide outstanding care. Games, interactive patient safety displays, keynote speakers and a poster session drew attendance by patients, visitors, staff and students. Behind-the-scenes tours of departments like pharmacy, radiation oncology, radiology and the simulation lab were a new addition this year. They gave staff a chance to develop new skills from our experts and see how UF Health teams strive to provide patients with outstanding care.

A UF College of Medicine team developed the human patient



*(Left and above) Employees teamed up to perform CPR on a human patient simulator. Realistic features give trainees an accurate representation of how a real patient would react to their care. (Top) Employees virtually prepared a mock patient for surgery. The display monitor tracked their accuracy and winners received an Opus Coffee gift card.*

simulator technology in the late 1980s. **Samsun Lampotang, Ph.D.**, UF College of Medicine Center for Safety, Simulation & Advanced Learning Technologies director and an anesthesiology professor, was an engineer on the anesthesiology team that invented the technology, along with **Michael Good, M.D.**, UF College of Medicine dean.

“There are many instances that are so rare that a physician probably won’t see them in residency and fellowship training, but might encounter them in a 30-year career,” said Lampotang. “We can create these extremely rare situations with the simulator so they know how to react.”

What started out as a rudimentary simulation device attached to an anesthesia machine has now become some of the most

advanced technology in the field of health care. The simulator, located in the George T. Harrell, M.D., Medical Education Building, replicates the symptoms of a real patient. It breathes in oxygen, produces carbon dioxide and consumes anesthetics and nitrous oxide. The vital organs pulse, make lung and heart sounds and react to electrical stimulation.


The realistic features give trainees an accurate representation of how a real patient would react to their care.

“Simulation directly impacts care and elevates safety,” said Lampotang. “We’re striving for the best possible outcomes and this technology is one way we accomplish those goals.”

During the tour, Lampotang and his team

ran participants through a series of activities that tested their clinical skills. Enthusiastic attendees teamed up to perform CPR, while others virtually prepared a mock patient for surgery.

**Elizabeth Tremblay**, a UF Health Shands Infection Control practitioner, signed up for the tour to see more of what the College of Medicine offers students and clinical staff.

“I want to go to medical school someday, so it was really interesting to see the new technology and environment,” she said. “It’s not something we’re able to see every day – it’s a unique opportunity.” 

UF HEALTH | HOSPITALITY+SERVICE

## HOSPITALITY & SERVICE IN ACTION

> With Hospitality Huddles underway, our culture of hospitality and service is taking root. The following story was shared by **Timothy Flynn, M.D., FACS**, UF College of Medicine senior associate dean for clinical affairs and UF Health Shands chief medical officer, illustrating how a positive interaction with a co-worker affected him:

"We received a very nice letter from a patient the other day. She was appreciative of the great care she received, but was also a keen observer of her environment and had an interesting observation. She watched how we treated each other. She saw in that a reflection of the care she would receive from us. She noted that people were smiling and said hello to each other and to her. She overheard positive conversations about working at UF Health. She thought we genuinely liked each other and it made her believe we were a family. This was comforting to her and made her stay with us a positive one.

This letter hit home for me just a couple of minutes ago. I was walking through the tunnel and I admit I was distracted by some

issue when a nice young man pushing an empty stretcher said, 'Hello, doc.' I looked up and he had a smile on his face, which of course made me smile. He offered a cheerful, 'Have a wonderful day,' and we passed off to our respective tasks. I felt better. I said, 'Hello' to everyone I met after this interaction. They all smiled and said 'Hello' back. Even better!"

Learn more at [bridge.UFHealth.org/hospitality](http://bridge.UFHealth.org/hospitality) and be sure to attend your unit's next Hospitality Huddle!



Put our Hospitality & Service behaviors into practice!

June's Behavior of the month:  
"Manage up" your colleagues.



UF HEALTH SHANDS | AWARDS+KUDOS

## RESPIRATORY THERAPIST WINS OUTSTANDING ACHIEVEMENT AWARD



Clinton Rubiano, R.R.T.

> During his night shifts, **Clinton Rubiano, R.R.T.**, a respiratory therapist for the UF Health Shands Hospital Surgical ICU and E.R., is known for going the extra mile to care for his patients, who are often on ventilators.

Rubiano also strives to improve his craft and help his co-workers, and he is at the forefront for implementing new processes and procedures.

"He's constantly involving himself in something to help out," said co-worker **Stephanie Swilley, R.R.T.**, a fellow respiratory therapist. "He doesn't have to do that – it's what he chooses to do."

He is a regular contributor at the skills fair, where he teaches nurses about respiratory

care and how to operate ventilators and oxygen devices. In addition, Rubiano recently took the lead on the Train-the-Trainee project, which focuses on educating specific staff members on new equipment so they can teach the rest of the staff.

The UF Health Shands Hospital Cardio-pulmonary Services Committee recently selected Rubiano as its Outstanding Achievement Award Winner of the Year.

"He really deserved the recognition for all the hard work he puts into what he does," said **Timothy Bantle, R.R.T.**, UF Health Shands Hospital Respiratory Care supervisor and committee chair. "He has the interest and the determination to make the best of everything he does."

UF HEALTH | FINANCE+FUNDRAISING

## HOPE RISING THROUGH EMPLOYEE GIVING CAMPAIGN

*Raising Hope at Work fundraiser underway*

RAISING  
**HOPE**  
AT WORK

BY LAUREN IRIZARRY



This year's employee giving campaign is off to an exciting start. Raising Hope at Work now combines the UF Health Shands and UF College of Medicine campaigns, harnessing The Power of Together.

For more than a decade, employees have demonstrated incredible generosity through the Raising Hope at Work campaign. Last year, UF College of Medicine faculty and staff participated for the first time.

**Brian L. Hoh, M.D., FACS, FAHA, FAANS**, a UF College of Medicine neurosurgeon, was a Team Champion during last year's campaign, a title given to a department's team leader.

"The department of neurosurgery achieved 100 percent faculty participation and contributed nearly \$400,000 in support of the UF Health Neuromedicine Hospital," he said.

Neurosurgery faculty members were inspired by the work and achievements of the department's first chairman and

internationally renowned neurosurgeon, **Albert Rhoton Jr., M.D.**, who passed away earlier this year.

"Every member of the neurosurgery faculty felt personally indebted to Dr. Rhoton for the legacy that he built here at UF," Hoh said. "It was important that we honor his work by contributing toward naming some part of the UF Health Neuromedicine Hospital in his memory."

Hoh added, "We were also inspired by the 100 percent participation of the UF Health Shands Hospital Neuro ICU Unit 82 and Neurosurgery Unit 11-5 nurses. We are all a team."


**Justine Abram, M.S.N., R.N., CNRN**, Neurosurgery Unit 11-5 nurse manager, emphasized the importance of investing in her team's future together.

"Our unit is committed to Raising Hope at Work because this is going to be our new home," she said. "We think of ourselves as a work family."

This year, employees can contribute to support the UF Health Heart & Vascular Hospital and UF Health Neuromedicine Hospital, or the George T. Harrell, M.D., Medical Education Building.

**Stephan J. Moore, M.H.A., FACHE, CMPE**, UF Health Shands Transplant Center administrative director, is a Team Champion for his area, and encourages his staff to participate by discussing the campaign at each meeting. Moore strives to personally thank those who participated in previous campaigns and show his appreciation for their commitment to UF Health.

"We are fortunate to be part of such a dynamic and growing academic medical center where we can truly participate in owning our future together by contributing in whatever way we are able to the campaign," he said.

As we work toward our greater goal of improving health care, we ask for your help. Please join Raising Hope at Work by supporting our latest initiatives in patient care, research and education. Your gift is an investment to create a strong and successful future for UF Health. 

**TO LEARN MORE** about the campaign and make your pledge online visit [RaisingHopeatWork.org](http://RaisingHopeatWork.org).

UF HEALTH | EVENTS+ACTIVITIES

## GATORCARE SUBSCRIBERS: FREE BIOMETRIC SCREENING STILL AVAILABLE

> If you missed last month's Wellness Event, don't fret. Between June 1 and Aug. 30, GatorCare subscribers are eligible for a free biometric screening at certain Quest Diagnostics locations. When coupled with other requirements, biometric screenings completed at Quest Diagnostics will allow GatorCare subscribers to earn a \$75 online shopping experience in January 2017 as part of GatorCare's new point system.

Visit [GatorCare.org](http://GatorCare.org) to learn more about the new points system.

UF HEALTH | POLICIES+GUIDELINES

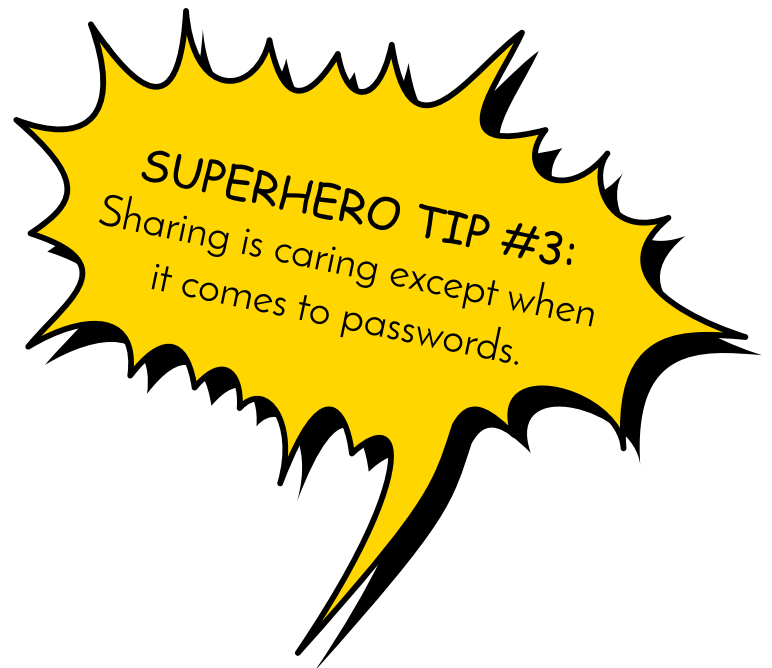
## BACK TO BASICS WITH IT SECURITY

> At UF Health, we manage a large amount of protected information on a daily basis. Often, this leads to staff members creating simple and easy-to-guess passwords for the sake of convenience.

Passwords are your first defense against cyberattacks. Follow the tips below to safeguard your work-related digital properties and information.

### TAKE ACTION

- Be smart and create easy-to-remember, hard-to-guess passwords.
- Create a strong password with at least eight characters and uppercase and lowercase letters, symbols and numbers.
- Change passwords often.
- Do not share your passwords or leave them where they can be easily found.



Call UF Health IT Security at 352-265-0526, or visit [bridge.UFHealth.org/IT](http://bridge.UFHealth.org/IT).



UF HEALTH | HOSPITALITY+SERVICE

## LOOKING FOR FOOD AT OUR ARCHER ROAD CAMPUSES?

> Finding time to prepare breakfast and lunch before work can be a hassle. Finding menus for the UF Health Shands Hospital (north campus) Cafeteria, UF Health Shands Cancer Hospital (south campus) Terrace Café and 1329 Building Deli isn't.

To find the north campus and 1329 menus, visit [bridge.UFHealth.org](http://bridge.UFHealth.org), hover over "Services" and click on "Cafeteria Menus." Or, search "cafeteria" on the Bridge. To find the Terrace Café menu – which also has a location in the UF Health Medical Plaza – visit the Terrace Market Café Facebook page at [facebook.com/TerraceMarketCafe](http://facebook.com/TerraceMarketCafe).

To sign up for email notifications about menus and specials, email [cafe@shands.ufl.edu](mailto:cafe@shands.ufl.edu) with the subject line "Add me!"