



UF HEALTH SHANDS

VOL. 11 NO. 6 | DEC 2015 - JAN 2016

NEWS & NOTES

COVER ↗ A LOOK AHEAD: TINY PATIENTS, BIG CHANGES

4 2015 IN REVIEW AND A LOOK TO THE FUTURE

8 A BEHIND-THE-SCENES LOOK AT THE
VOLUNTEER SERVICES TEAM

13 NICU EXPANSION BEGINS IN JANUARY

NEWS&NOTES

VOL. 11 NO. 5 | DEC 2015 - JAN 2016

NEW&NEXT 3
The latest system scoop

FACES 15
See who's making news

KUDOS 17
Recognition for standout
employees and programs

TO DO 20
Ideas for your agenda

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UF HEALTH | PEOPLE

A new strategy for New Year's resolutions

I struggle to stick with my New Year's resolutions. Whether big (committing to a workout routine) or small (flossing every day), I can't seem to follow through. My inability to succeed with these goals typically results in guilt and disappointment only weeks into the New Year.

Inspired by this edition's cover story — where we look back at 2015 and ahead to 2016 — I'm attempting a new tactic this year. I created a list with two columns. On the left are my achievements from 2015. On the right are some realistic things to accomplish in 2016.

The list didn't take long to create and it made me feel good. The column on the left allows for reflection on the positive things I accomplished last year — anything from volunteering at my daughter's elementary school to making a donation to the United Way. The column on the right features broad, attainable goals for 2016 that can't be sabotaged by the second week in January — things like keeping my work desk cleaner and donating more boxes of groceries to the local food pantry this year.

Don't get me wrong, I still need to get my gym membership (you really can't beat the deals at the UF Health Fitness and Wellness Center) and floss every day (or at least every other day), but that's another story.

In this edition, you'll see UF Health's version of my list. It's truly amazing how much we've accomplished as an organization in such a short period of time. Each time I see the construction site of the new UF Health Heart & Vascular Hospital and UF Health Neuromedicine Hospital, I'm amazed how much progress has been made. When I pass through our children's hospital entrance, I'm always impressed by how innovative and welcoming this space has become. As I drive past the future home of the UF Health Shands Emergency Center at Kanapaha on my way to work each day, I think about the great access this will provide residents in southwest Gainesville and beyond. These are just a few of examples of how we're improving to provide better patient care.

As I approach my two-year anniversary at UF Health, I couldn't be more proud of how far we've come and where we're going. I hope you feel the same way when you read our year in review/look ahead feature.

Happy New Year!

Todd Taylor
News&Notes Editor
UF Health Communications

Q&A with the CEO — Ed Jimenez



Ed Jimenez gathered with faculty and staff during a visit to the UF Health Shands Emergency Center at Springhill.

Curious to know what's on the mind of UF Health Shands CEO Ed Jimenez? He'll answer several questions in each edition of News&Notes. To submit a question, email taylt@shands.ufl.edu and we'll consider it for an upcoming edition.

The UF Health Congenital Heart Center is celebrating its 10th anniversary. Tell us about the impact of this program.

The Congenital Heart Center is one of those ideal programs where a true team effort leads to superior clinical results. We help train the next generation of congenital heart care experts, and we're at the forefront of new and emerging practices and technology. The center's faculty and staff were the first in Florida to implant the SynCardia temporary Total Artificial Heart™ in a patient. That happened because there's a team working together that's capable of doing great things. There's great leadership, and those leaders are very proud and eager to praise the work of everyone involved.

Turn to page 17 to learn more about the Congenital Heart Center team.

Why are volunteers so important to our organization?

Our volunteers represent something extraordinary ... and that is somebody, given their competing choices in life, dedicating their time for no compensation. The motivation is different for everybody, whether it's an aspiring medical student or a recently retired person. What they all have in common, regardless of their motivation, is that they want to do something to help others. We value the work of our volunteers tremendously and consider them important members of our team.

Turn to page 8 to learn about volunteer services.

What's your favorite part of your work week?

Monday mornings are my favorite part of the work week when I attend new employee orientation. I get a chance to meet every employee on the way in. Throughout the year, I miss maybe six new employee orientations at the most. I get a chance to tell them how proud I

am that they made it here, because it's not easy to make the cut — we get tens of thousands of applications to work here. I'm excited to tell them about the family they're joining. I also get to set the stage about how we're going to do great things together and help them understand what The Power of Together means.

View our new staff welcome video on the Bridge, under "Education," then "Faculty/Staff development."

What are some of your personal goals or resolutions for the New Year?

With my family, my kids are undergoing different transitions in their life — we have a high schooler, a middle schooler and an elementary schooler. They all have different needs and priorities and I want to figure out how I can be an even bigger part of their lives. My wife and I are celebrating our 20th anniversary this year. We've had a great 20 together and I hope for another 40 ahead. Then we'll try for another 20 after that!

I'm always looking for ways to strengthen my personal commitment to UF Health. I want to support our staff's efforts to achieve great patient outcomes with quality care and hospitable service, encourage positive employee engagement and continue developing the excellent services and programs we provide.

Does your team need goal-setting help? Turn to page 20 for some tips from the Management Engineering Consulting Services team. N&N

2015: The Power of Together in action

Celebrating our 2015 accomplishments and looking ahead to 2016



(From left) W. Kent Fuchs, Ph.D., UF President; William Friedman, M.D., UF College of Medicine neurosurgery department chairman; Tetsuo Ashizawa, M.D., former UF College of Medicine neurology department chairman; and Thomas Beaver, M.D., M.P.H., UF College of Medicine division of thoracic and cardiovascular surgery chief, held their shovels during the groundbreaking ceremony for UF Health's new hospitals.

It was an exhilarating year at UF Health with impressive achievements made possible by our outstanding faculty and staff that exemplify the incredible impact of the integrated academic health center.

2015 IN REVIEW LEADERSHIP

UF Health is an integral component of the state's preeminent academic institution, the University of Florida, and we are focused on supporting its missions. We have had tremendous support this year from **W. Kent Fuchs, Ph.D.**, who became UF's 12th president in January.

The vision and guidance of our leaders make our success possible. **David S. Guzick, M.D., Ph.D.**, UF senior vice president for health affairs and UF Health president, continues to unite UF Health with a shared vision and strategic goals that harness the expertise and collaboration across the academic health center. This enables us to advance science, train the next generation of health care professionals

and improve patient care and quality of life.

We also ushered in a new leader at the helm of our hospital-based clinical system. In April, Guzick named **Ed Jimenez** UF Health Shands CEO, following Jimenez's service as interim CEO. Jimenez was previously our executive vice president and chief operating officer. He now guides the strategic direction and operations for UF Health Shands and partners with faculty from the UF Health College of Medicine and other Health Science Center colleges to support our patient-centered clinical endeavors.

In October, Jimenez announced **James J. Kelly Jr.** as senior vice president and chief financial officer on the UF Health Shands executive team, having been interim CFO and VP for finance. He oversees revenue cycle activities, including managed care contracting, as well as accounting, tax and reimbursement, financial planning and analysis, supply chain and accounts payable, and treasury functions.

STRATEGIC GOALS & GROWTH

We continue to pursue our goal of being among the nation's top-tier academic health centers. In the spring, we celebrated significant accomplishments that had been outlined in our first five-year strategic plan, *Forward Together*. During a celebration with faculty and staff, Guzick introduced our next strategic plan, **The Power of Together**, which will build on the "unstoppable momentum" we've established and serve as our roadmap for the next five years. We heard inspiring testimonials from proud members of the UF Health family. Fuchs explained how UF Health contributes to UF's preeminence goal to be among the nation's top research universities. Learn more about *The Power of Together* at bridge.UFHealth.org/poweroftogether.

Fuchs also joined Guzick and Jimenez to lead the January **groundbreaking ceremony for the new UF Health Heart & Vascular Hospital and UF Health Neuromedicine Hospital**. The new specialty

hospitals are set to open on our Archer Road south campus in 2018 with 216 beds, including 120 ICU beds; 20 state-of-the-art ORs; and a new 600-space patient/visitor parking garage. Learn more at blueprints.UFHealth.org.

In February, we opened a six-story, state-of-the-art outpatient medical complex in north Jacksonville — **UF Health North**. The complex houses an E.R., a birth center, general surgery and ancillary services such as advanced imaging, laboratory and outpatient rehabilitation.

A “new era” for the UF College of Medicine began when the **George T. Harrell, M.D., Medical Education Building** opened in July. The 95,000-square-foot facility is designed to support the new medical education curriculum, as well as the training of students from the other UF Health Science Center colleges and staff from across UF Health to ensure the highest level of patient care.

In December, we broke ground for the **UF Health Shands Emergency Center at Kanapaha**, our second freestanding, 911-receiving E.R., in Southwest Gainesville.

CLINICAL EXCELLENCE & RESEARCH

We continued to reinforce best practices, improve clinical outcomes, engage in groundbreaking research and recognize individual and team accomplishments.

In March, Gov. Rick Scott and the Florida Department of Health recognized the UF Health Cancer Center as a state-designated **Cancer Center of Excellence**. The designation focuses on quality cancer care through the health care organization, the health care team members and patients and family members. The center includes the UF Health Shands Cancer Hospital, the UF Health Proton Therapy Institute in Jacksonville and the UF Health Cancer Center at Orlando Health.

Later in the month, UF Health Shands Hospital was awarded Baby-Friendly designation by **Baby-Friendly**



These stills, taken from drone footage, show the construction progress on the new UF Health Heart & Vascular Hospital and the UF Health Neuromedicine Hospital.

USA, a global initiative of the World Health Organization and UNICEF that recognizes birthing facilities that implement specific breastfeeding procedures to support newborn health.

UF Health rolled out an expanded **Patient Safety and Quality Week** in the spring. The UF Health Sebastian Ferrero Office of Clinical Quality and Patient Safety sponsored activities including an interdisciplinary poster display and a recognition dinner to honor Great Catch Award winners who helped prevent medical errors and improve outcomes.

In September, UF Health launched **No Two Alike**, our new brand campaign featuring multimedia ads that will run throughout the state. Building on 2013’s Invisible Connections campaign, No Two Alike highlights four patients and their unique stories of survival. The campaign showcases how our clinical excellence, teamwork and individual attention make each patient’s experience unique. Visit bridge.UFHealth.org/no-two-alike and NoTwoAlike.org to learn more.

In October, **Jonathan D. Licht, M.D.**, was appointed director of the UF Health Cancer Center. Licht came from Northwestern University and his vast experience in administering the clinical, research and educational missions of an academic cancer center will bolster the center’s role as a cancer leader in the state and nation.

In November, we celebrated Gatorade’s 50th anniversary. Led by **J. Robert Cade, M.D.**, UF College of Medicine kidney disease specialist, researchers explored why football players were getting sick during practice and games. They discovered players lost valuable nutrients in the heat and created Gatorade to replenish them. Gatorade and its royalties have been used to hydrate players, rehydrate sick children and fund research across campus.

In 2015, UF Health researchers

The George T. Harrell, M.D., Medical Education Building is designed to support the new medical education curriculum as well as the training of students from other UF Health Science Center colleges and staff from across UF Health.





“2015 was indeed an extraordinary year, and by harnessing The Power of Together, our success will continue in 2016 and beyond.”

DAVID GUZICK, UF SENIOR VICE PRESIDENT
FOR HEALTH AFFAIRS AND UF HEALTH PRESIDENT

received several **prestigious grants** that will help advance discovery. The Clinical and Translational Science Institute received notice that its Clinical and Translational Science Award was renewed for \$17.5 million over four years. Other notable grants include: a five-year grant to establish a muscular dystrophy research center; a multisite grant to establish an Alzheimer’s Disease Research Center in Florida; several awards from the Patient-Centered Outcomes Research Institute; and a Grand Challenges grant from the Gates Foundation to improve health in Haiti.

ACCREDITATION & RECOGNITION

2015 marked several accreditation milestones. UF Health Shands received reaccreditation from The Joint Commission; the Liaison Committee on Medical Education awarded the UF College of Medicine continued accreditation; and the UF College of Veterinary Medicine’s Small Animal Hospital received accreditation from the American Animal Hospital Association.

UF and UF Health were included in the first-ever listing of **“America’s Best Employers” by Forbes.** Out of 500 employers in 25 industries, UF was ranked ninth among public universities and UF Health was ranked 25th among health care providers.

HOSPITALITY & SERVICE

Hospitality and Service training was rolled out to faculty and staff who provide and support patient care at UF Health. Stan-

dards of Behavior in hospitality, teamwork, communication and professionalism and responsibility help us ensure we provide the best experience for our patients, visitors and colleagues. Monthly **Hospitality Huddles** were tested in several clinical areas and will expand to more staff in the New Year to help promote positive behaviors.

COMMUNICATION

After years of research, development and staff input, the UF Health IT and Communications Web Services team launched the **UF Health Bridge** in January. This integrated intranet offers group collaboration, a resources library, dynamic internal websites, system-focused news and social elements. The Bridge gives faculty, staff and students in departments across UF Health the opportunity to better connect with one another.

In July, patient communication improved when UF Health Shands Hospital introduced a new **wayfinding tool** to help visitors and staff navigate the north campus facility. Based on popular “metro maps,” color-coded directional paths mark the routes, and numerical stops mark the destinations.

AFFILIATIONS & COMMUNITY SUPPORT

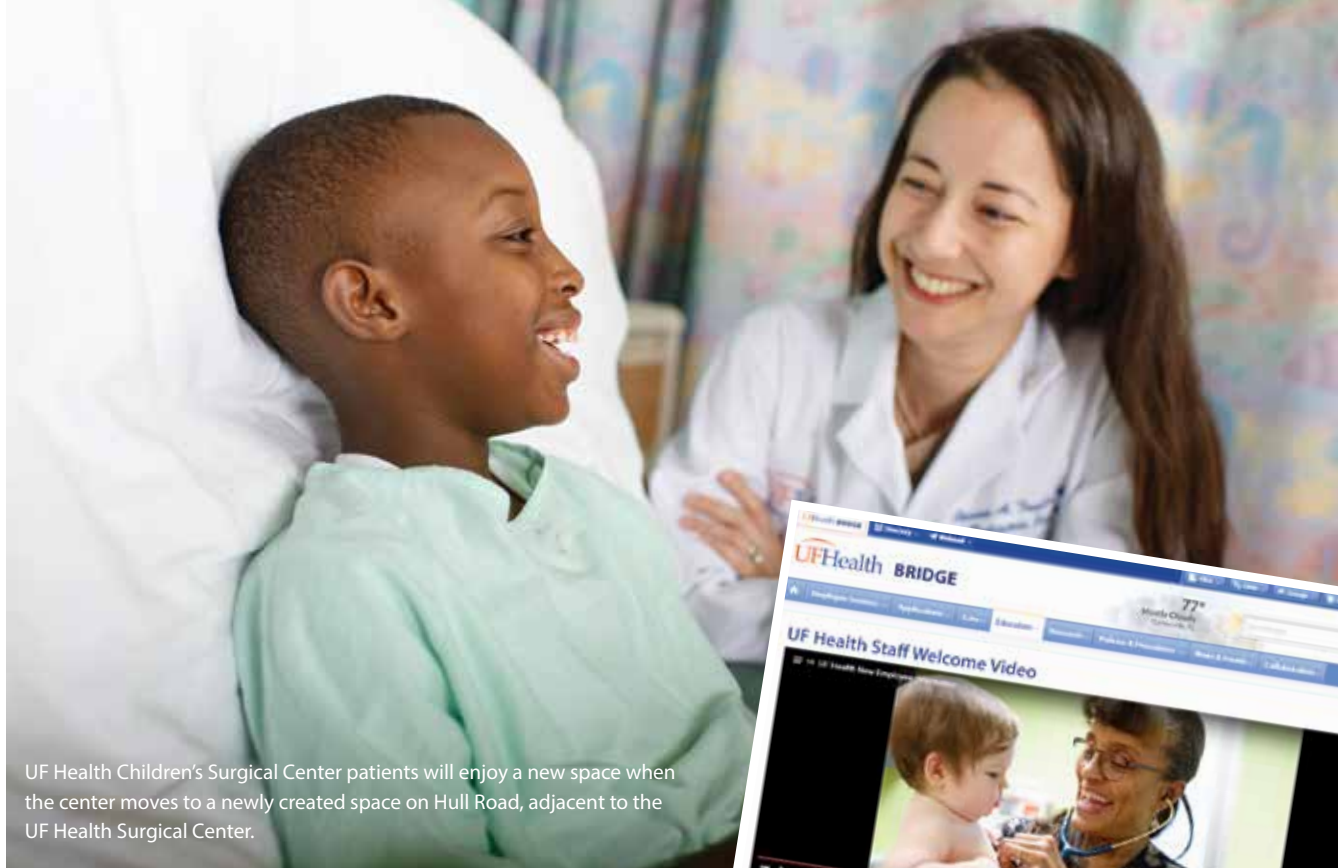
In 2015, UF Health formed **affiliations** with Halifax Health in Daytona Beach, to launch a collaborative heart and vascular surgery network; and with CareSpot, expanding community access to urgent care held to the same quality standards as all of our UF Health practices.

Through varied and extensive **community outreach and charitable support**, faculty and staff at UF Health exemplify how The Power of Together impacts those who need us most. In 2015, UF Health provided more than \$210 million in community benefits, including unsponsored charity care, regional health services, donations and in-kind services, education for health professionals and scientific and clinical research. Learn more on UFHealth.org/about under “Social Mission & Community.”

“We take great pride in our accomplishments. They are a testament to the hard work of thousands of talented people in all corners of our organization,” Jimenez said. “They show we are committed to taking care of our patients and employees and that we never lose sight that, first and foremost, we are a pillar in our communities.”



We introduced new wayfinding signs and maps at UF Health Shands Hospital to help visitors and staff navigate the north campus facility.



UF Health Children's Surgical Center patients will enjoy a new space when the center moves to a newly created space on Hull Road, adjacent to the UF Health Surgical Center.

Our new staff welcome video is part of a redesigned new employee orientation, which will debut in 2016.

A LOOK AHEAD TO 2016

"Thanks to your dedication and commitment, UF Health has created unstoppable momentum in patient-centered, innovative and high-quality health care," Guzick said. "2015 was indeed an extraordinary year, and by harnessing The Power of Together, our success will continue in 2016 and beyond."

In spring 2016, the **UF Health Children's Surgical Center** will relocate from the Ayers Building to a new 17,500-square-foot space connected to the UF Health Florida Surgical Center on Hull Road. The new facility will be much larger, and its location next to adult surgical services will enable our teams to be more efficient and share resources.

Due to the increasing demand for specialized neonatal care, the **Neonatal ICU** at UF Health Shands Children's Hospital will undergo expansion starting in January to provide infants and their loved ones with more space, privacy and support. Renovations through spring 2017 will expand the NICU II and III from a combined 12,632 square feet to 20,844

square feet. There will be 16 new care pods, four private rooms and new resources for patients and families.

Beginning in February, the **UF Health Shands Hospital Core Laboratories** will undergo renovations to become fully automated — leading to improved patient satisfaction and care.

A redesigned **new employee orientation** will debut in 2016 for UF Health Shands and College of Medicine staff who serve our hospitals and programs. The updated format will highlight the patient and staff experience — including an emphasis on quality care, hospitality and service. It will focus on interactive discussion and learning to increase collaboration and interaction. Orientation will also feature a new staff welcome video, which outlines UF Health's vision and strategic priorities and highlights our patient care, education, research and community health missions. Find the Staff Welcome Video on the Bridge under "Education," then "Faculty/Staff Development."

Construction of the **UF Health Shands Emergency Center at Kanapaha**

is underway, and the facility will open in the fall of 2016. The 10,000-square-foot freestanding E.R. will feature 11 exam rooms and three fast-track rooms. Providers will be linked closely to the hospital-based critical care teams and will provide direct and immediate access to comprehensive services at UF Health Shands Hospital.

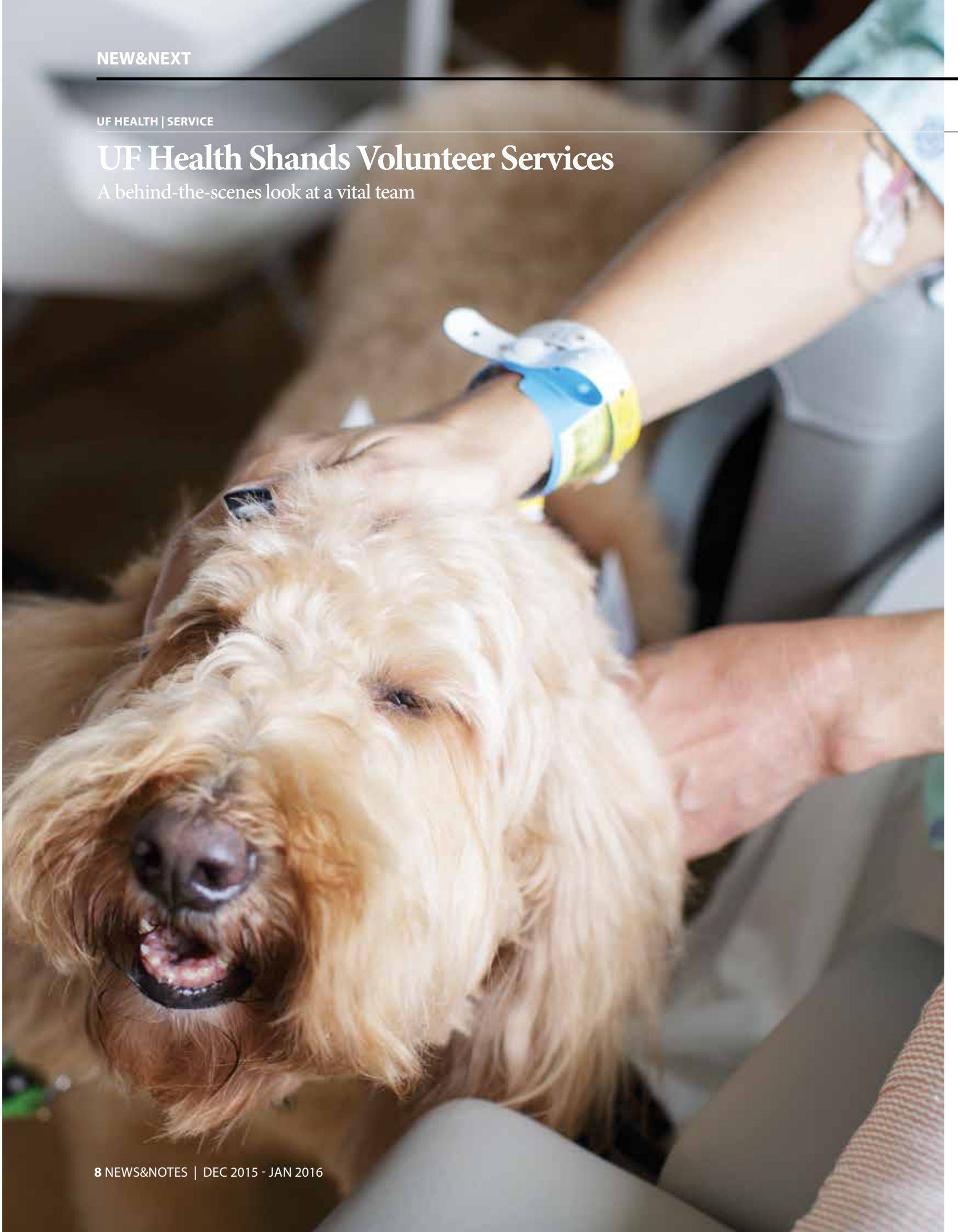
UF Health North will be enhanced by a **92-bed hospital wing**, providing greater access to more health care services for north Jacksonville's growing population. Groundbreaking took place in November and construction is expected to be completed in mid-2017.

Within a year of breaking ground, the **UF Health Heart & Vascular Hospital** and **UF Health Neuromedicine Hospital** are quickly taking shape, and we are excited for the construction advancements to come in 2016. "We expect this to be a fast-paced, dynamic year," said **Brad Politt, A.I.A.**, UF Health Shands Facilities Development vice president. This spring, the structure will top out and crews will start on internal infrastructure. **N&N**



UF Health Shands Volunteer Services

A behind-the-scenes look at a vital team



Rackley, a 9-year-old goldenoodle dog, knows just how to make patients smile. She gently places her caramel head on the hospital bed, eagerly wags her tail and peers up through soft, brown eyes. The connection is instant.

“Patients just light up,” said **Cathy Gertner**, Rackley’s owner and a UF Health Shands pet therapy volunteer. “She was meant for this — she has the sweetest temperament and loves every minute.”

The duo is registered through UF Health Shands Volunteer Services, which gives them access to patients who need visits from a furry friend. This is just one example of the diverse volunteer opportunities offered that benefit our patients, visitors and staff.

Each year, the department places an average of 4,000 volunteers throughout UF Health at UF Health Shands Hospital, UF Shands Children’s Hospital, UF Health Shands Cancer Hospital, UF Health Shands Rehab and Psychiatric hospitals, UF Health Medical Plaza and many other programs and practices.

“Our volunteers join because they’re looking for a way to give back — they love helping people,” said **Lindsay Krieg**, Volunteer Services director. “They’re active, engaged and enjoy interacting with

patients, visitors and staff.”

Assignments vary depending on program availability, need and volunteer interest. Some deliver flowers, serve at information desks or guide patients to appointments; others work in clinical areas such as patient units, outpatient practices or in the OR.

ROOTED IN SERVICE

Adult volunteers can join the UF Health Shands Auxiliary, a Volunteer Services program. Established in 1961, the group meets monthly, funds scholarships at UF Health and gives back to the hospital through assistance and service.

Auxiliary members also staff the Hospitality Cart, which sells candy, snacks and gift items in the UF Health Shands Hospital Atrium. The cart is a popular stop for staff, patients and visitors.

AN EARLY START

Students age 18 or older comprise the majority of our volunteers. Most plan to pursue a profession in health care — volunteering helps them become familiar with our academic health center and patient care.

A summer VolunTEEN program also offers high school students (ages 14-17) an opportunity to serve in a variety of areas

throughout UF Health Shands Hospital.

“Many of our student volunteers represent the future of health care,” said Krieg. “Volunteering gives them an important perspective and shows them how every person in our system contributes to great care.”

LENDING A HELPING PAW

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 the department and a national therapy dog organization. They meet specific guidelines and are 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 Volunteer Services.

Pet therapy volunteers wear a green polo with the UF Health logo. A dog handler sporting a green UF Health sticker indicates personal pet visitation. **N&N**



Volunteers devote thousands of hours of their time and work alongside our care teams to make a positive impact on patients, staff and visitors.

BECOME A VOLUNTEER TODAY
UFHealth.org/volunteering
 352-265-0360

THREE KEY AREAS WHERE VOLUNTEERS ARE NEEDED:

- Information services
- Gift Stop support
- Administrative assistance

Lab Notes: What's happening at UF Health?

Check out recent research developments at UF Health



- Across the world, diarrhea kills more than 2,000 children daily, according to the Centers for Disease Control and Prevention. To combat this global health problem, UF Health researchers have uncovered how a protein found in the gut could help reverse the deadly effects of diarrhea. When activated, the calcium-sensing receptor protein reversed the two life-threatening conditions that occur when a person has diarrhea — dehydration and metabolic acidosis, a build-up of acid in the bloodstream, according to results published this summer in the *American Journal of Physiology*. With these findings, the researchers hope to develop a commercial drink, similar to oral rehydration solutions such as Pedialyte or Gatorade, that combats both dehydration and acidosis, said **Sam Cheng, M.D., Ph.D.**, a UF College of Medicine professor of pediatrics.



- With cold and flu season upon us, two UF College of Pharmacy researchers are calling on the Food and Drug Administration to remove a common over-the-counter decongestant from the market. Phenylephrine is an FDA-approved drug found in many over-the-counter cough, cold and allergy products. But in an editorial published in *The Journal of Allergy and Clinical Immunology: In Practice*, **Randy Hatton, Pharm.D.**, clinical professor of pharmacotherapy and translational research, and **Leslie Hendeles, Pharm.D.**, professor of pharmacotherapy and translational research and professor of pediatrics, conclude that oral phenylephrine is ineffective at treating nasal congestion. "Scientific evidence continues to show that the most popular products on the market containing phenylephrine are ineffective," Hendeles said. "Patients who seek an over-the-counter remedy should get what they pay for: an effective and safe alternative to a prescription drug."



- For millions of people, chewing betel nut produces a cheap, quick high but also raises the risk of addiction and oral cancer. Now, new findings by a UF Health researcher reveal how the nut's psychoactive chemical works in the brain and suggest that an addiction treatment may already exist. The betel nut is grown and used throughout India, parts of China and much of Southeast Asia, including Indonesia and most of the Pacific islands. Chewing the betel quid — a mixture of areca nut, spices and slaked lime wrapped in betel vine leaves — has been a cultural tradition in those regions for centuries. In small doses, it creates a sense of euphoria and alertness. Prolonged use can create addiction and the World Health Organization classifies the betel nut as a carcinogen. Findings published in the journal *PLOS One* show that the nut's active ingredient, arecoline, acts on the same receptor proteins in the brain as nicotine. This raises the possibility that prescription drugs now used to break nicotine dependence could also be effective against betel nut addiction, said **Roger L. Papke, Ph.D.**, a UF College of Medicine professor.

UF HEALTH | GROWTH

College of Medicine provides future caretakers with dynamic training

New Medical Education Building serves as national model



95,000 SQUARE FEET

\$46 MILLION PROJECT

**SPACES FOR COLLABORATION,
QUIET STUDY AND HANDS-ON
INTERPROFESSIONAL AND
TEAM-BASED EDUCATION**

**DESIGN COMPLETION:
SEPTEMBER 2013**

**GROUNDBREAKING:
NOVEMBER 2013**

**RIBBON-CUTTING CEREMONY:
JULY 2015**

In 2009, our College of Medicine leaders developed a vision for training medical students with a new curriculum that would better prepare them for advancing technologies and the fast-changing health care industry. This year, that vision came to life.

Named after the UF College of Medicine's founding dean, the George T. Harrell, M.D., Medical Education Building opened its doors to students on July 29. The facility better replicates clinical settings for medical and physician assistant students with a dynamic, engaging and collaborative educational environment.

"The best medicine and patient care is delivered by interdisciplinary clinical teams — physicians, physician assistants, nurses, therapists and many other health professionals — who come together in examination rooms, operating rooms, intensive care units and many other spaces to help patients heal," said **Michael L. Good, M.D.**, UF College of Medicine dean.

Construction for the facility, located on the north edge of the UF Health Science Center campus on Newell Drive, began in 2013.

The old medical school, built more than 35 years ago, was designed to accommodate a model of education that no longer reflects today's needs.

With a demand for more collaborative and interactive learning, a revised curriculum has been instituted to not only focus on small group and cooperative work, but also to combine basic science education and clinical practice in all four years of medical school.

"We have moved from the lecture hall to active, team-based learning in the same type of small-group environments that our students will encounter as practicing physicians and physician assistants," Good said.

The first floor of the building features an atrium, admissions office, learning studios and the H. James Free, M.D., Center for Primary Care Education and Innovation. The second floor includes classrooms, learning spaces and the Office of Student Affairs. The top two floors — which include patient examination rooms, hospital rooms, classrooms and an experiential learning theater — are designed to provide simulation-based training to residents and health care professionals, in addition to students.



UF Health Shands CEO **Ed Jimenez** said, "Now we have individuals across disciplines engaging in simulation training together, which makes perfect sense because nobody works alone in a hospital setting."

Every aspect of the building is designed to meet the educational and training needs of the students, residents and practicing health care providers, both today and in the future.

For a virtual tour, visit anewera.med.ufl.edu/building/groundbreaking/videos. **N&N**

Comforting terminally ill hospitalized patients

Hospice in Place supports compassionate end-of-life care



A patient's dying wish was to stand up and dance with each family member. With the support and collaboration of the UF Health Palliative Care team and Haven Hospice, the patient was able to do so in the hospital during his final days.

"Treating patients who are at the end of life is a highly specialized type of medical care, called palliative care," said **Sharon Gavin, M.D.**, UF College of Medicine palliative care interim director. "It involves a team effort. And the goal of end-of-life care is to provide the longest and most comfortable life possible that allows the patient to spend time in ways that are important to him or her."

These patients have the opportunity to receive hospice at home, go to a hospice center such as Haven Hospice, or now, because of a recently implemented Hospice in Place process, remain here at their convenience.

"It took an entire team of engaged and

committed nurses, physicians, residents, pharmacists, social workers, quality specialists, management engineers, IT staff and others to create and implement the Hospice in Place process," said **Jacqueline Baron-Lee, Ph.D.**, UF Health Neuromedicine Quality Improvement director.

Baron-Lee led a team of staff and clinicians through the creation process and to pilot the implementation of the Hospice in Place program at UF Health Shands Hospital.

"Before the formal Hospice in Place program, patients received comfort care at the end of their lives," she said. "Now, the Hospice in Place program allows patients to receive the benefit of hospice when they need to remain at our facilities for palliative care."

The Hospice in Place program provides the extra layer of more specialized care, bereavement support and a team effort of doctors, nurses and hospice social workers

for the patient's best possible experience.

Rhea Broyles, M.S.N., R.N., UF Health Sebastian Ferrero Office of Clinical Quality and Patient Safety senior quality improvement specialist, said the program not only enhances the experience for the patients receiving our hospice care, but also their family's experience.

"Hospice in Place provides bereavement support to the family, which improves patient and family satisfaction at a very emotional and difficult time," she said. "It helps us ensure the most compassionate and supportive response to their needs, to ease them through."

The program helps the patient achieve a sense of meaning for his or her life, and the patient's family to view the experience as a natural part of the life cycle, while gaining closure.

Gavin said, "End of life care can be a very beautiful and meaningful thing in the patient and family's experience." **N&N**



UF HEALTH | GROWTH

NICU EXPANSION BEGINS IN JANUARY

The highly anticipated renovation for the Neonatal ICU at UF Health Shands Children's Hospital will begin in early January with the main third-floor, east wing corridor closing to pedestrian traffic.

All patients, visitors and staff should access NICU II and III, Labor and Delivery and Unit 35 Mother-Baby by using the east and children's elevators (located in the Sebastian Ferrero Atrium) and follow detour signage once on the third floor.

Please note: Access from the east elevators to the Core Lab on the third floor will be closed during construction. If you're coming from the east part of the building, please prepare to take an alternative route to access the Core Lab.

Construction will be completed in phases. Phase 1 completion will have NICU III patients moving into the new space in fall 2016, followed by NICU II patients in spring 2017. The construction budget for the project is \$20.7 million.

For the most up-to-date construction and renovation information, visit blueprints.UFHealth.org.



UF HEALTH | SERVICE

SPOK WEB AND MOBILE MESSAGING NOW LIVE

We recently introduced a new technology to help clinical care staff share protected health information with safe, secure and simple tools. The new messaging tools are Spok Web and Spok Mobile, a smartphone mobile app. The system is intended to replace pagers and other messaging tools.

Spok Web is an easily accessible messaging tool that allows faculty and staff at UF Health to search for and securely message clinicians in our health care system. Those who participate in on-call groups, receive or activate emergency alerts or oversee group messaging will use Spok Web.

Spok Mobile will be used by UF Health Shands, UF Health Physicians and UF College of Medicine credentialed care providers. Installed on your personal smartphone, Spok Mobile is a HIPAA-compliant system that allows you to securely relay patient health information. Secure your mobile device by setting a device level PIN code.

We're asking our credentialed care providers to download Spok Mobile on their smartphones.

Visit help.spok.UFHealth.org to learn how to install Spok Mobile and use Spok Web.

UF HEALTH | QUALITY

A NEW WAY TO REPORT SAFETY EVENTS

Documenting patient safety reports in IDinc is now simpler and more efficient. Epic has a new feature that allows staff to report patient safety incidents while in the patient medical record rather than navigating to IDinc separately. The goal is to make it easier to report patient safety events, learn from these events and provide a safer environment for our patients.

Documenting patient safety reports through Epic allows the user to skip entering basic information such as the identity of the patient, who is reporting the incident and where they are reporting it. Instead, the reporter can focus on the details of the safety event.

Anonymous reporting still requires staff to enter general information before specifying the event.

Sue Keating, UF Health Sebastian Ferrero Office of Clinical Quality and Patient Safety's Patient Experience Clinical Risk Management director, said the hope is that more incidents will be reported, leading to better patient care.

One step ahead in crisis response

New hire eager to fine-tune our emergency preparedness efforts



At any moment, an emergency situation could bring mass casualties into our hospitals and facilities, requiring us to serve as a first-responder organization. It's important for UF Health to be prepared with a strong response plan and the right leaders to guide us through crises. One key leader is **Walter Lamar**, the UF Health Shands Safety and Security department's new safety and emergency preparedness manager.

"Emergency preparedness touches everyone within the organization, and Walter is someone we can look to before there is a disaster to make sure we are doing everything we can to support our community," said **Suzanne DeKay, MSPH**, UF Health Shands Safety, Security and External Transportation director.

Lamar, a Ph.D. candidate in emergency management, brings experience in environmental safety, risk management and emergency preparedness training gained while working in the theme park industry and at Bethune-Cookman University.

"We really look forward to Walter building upon the foundation and groundwork that we have in place with our safety and emergency preparedness programs," DeKay said.

We asked the new leader some questions to learn more about his plans in his new role. **N&N**

WHAT ARE YOUR GOALS FOR THE COMING YEARS?

My goal for us as an organization in regard to emergency preparedness and safety is to not simply practice until we get it right, but rather train to the extent that we cannot get it wrong. I also want UF Health Shands to be at the forefront of public health, including emergency preparedness. I'm part of that top 10 goal.

WHAT CHANGES ARE ON THE HORIZON FOR EMERGENCY PREPAREDNESS?

One major change is that we will unify our emergency plans. Rather than our hospitals on Archer Road having a different emergency action plan than our Springhill locations, for example, UF Health's clinical programs as a whole will operate with a unified plan.

WHAT IS YOUR BEST SAFETY TIP FOR EMPLOYEES?

Remain active and aware. If you have to double-check something, it's typically intuition keying you in on a potentially unsafe situation. It is everyone's responsibility to stay alert.

WHAT WOULD YOU LIKE EMPLOYEES TO KNOW ABOUT YOU?

I'm from Orlando, but I'm a Gator. I graduated from the University of Florida, and I'm currently in my dissertation phase as a Ph.D. student in public safety and emergency management.

A walk through our wellness resources

Employee's dedication provides wellness success story



Todd Reeger has run four 5Ks since signing up for GatorCare's Couch to 5K program.

At the beginning of 2015, Todd Reeger, UF Health IT Services IT client/server analyst, decided to make some healthy changes. He altered his eating habits and began a weight loss and nutrition program. By the year's end, Reeger had lost almost 50 pounds. But, he didn't lose this weight on his own — he says the free activities and programs provided by the UF-UF Health Shands Wellness Committee and GatorCare played a big role in his success. Reeger spoke about each of the resources he used to help him get healthy.

GROUP WALKS

"I really enjoyed the company during the walks, and other participants told me about additional wellness programs."

COUCH TO 5K

"Since registering for this program, I have run four 5Ks and plan to sign up for a half-marathon."

BODY COMPOSITION SCREENINGS

"These have been very encouraging for me. I have been able to see the progress of my effort."

TURBO FITNESS AT THE UF HEALTH FITNESS AND WELLNESS CENTER

"This works great for me because I can go during my lunch break and all I have to do is make it there. Once I get there, the trainers instruct me and are there to correct my form."

WELLNESS FAIR

"This was another indicator that my efforts were paying off. I learned that I reduced my cholesterol from 214 to 176!"

WALKING CHALLENGE

"The challenge encouraged me to give the extra effort. On numerous occasions I found myself going for a walk or even walking in place in front of the TV to get my steps in."

WATER CHALLENGE

"This was a good way to encourage us to drink more water. I had been drinking a lot of water before, but the challenge made me realize I wasn't drinking as much as I should."

PILATES

"I started the Pilates class at the beginning of the year and still go every chance I get."

ZUMBA

"I've only attended Zumba three times, but I really enjoyed it. It's a fun way to get in some cardio, and I plan to go more often."

NUTRITIOUS YOU FROM BLUE

"I was eating healthy before taking this class, but I learned so much that I am able to eat even healthier."

STRESS LESS AND THRIVE

"This class really helped me reduce my stress levels and provided helpful methods to deal with stress."

Reeger offered some advice that helped him along the way. "You want your eating habits to be a lifestyle change and not a diet so it can be sustainable," he said. "You can start exercising one step at a time, literally. Instead of talking to your co-worker at their desk, ask them to go for a walk with you while you discuss the situation."

Visit GatorCare.org and click the "Wellness" tab to learn more about free resources for employees. **N&N**



UF HEALTH SHANDS CHILDREN'S HOSPITAL | FINANCE

ANNUAL EVENT SCORES BIG FOR OUR NICU



In October, Noche de Gala, The Sebastian Ferrero Foundation's annual fundraising event, raised money to benefit our youngest patients. Proceeds from the event will support our children's hospital, with a specific focus on expansion of our Neonatal ICU — the first place many babies call home. With a "Kaleidoscope" theme, Noche de Gala featured live music, dancing, entertainment and auctions. Event co-chairs were spouses **David S. Guzick, M.D., Ph.D.**, UF senior vice president for health affairs and UF Health president, and **Donna Giles, Ph.D.**, UF College of Medicine psychiatry research professor. In support of Noche de Gala, Lou Ferrigno (pictured, center) — best known for his title role in the CBS TV series "The Incredible Hulk" — toured the children's hospital to visit with patients and their families, faculty and staff prior to the event.



UF HEALTH | PEOPLE

UF HEALTH EARNS TOP HONORS AT HEART WALK

During September's annual American Heart Association Heart Walk event, UF Health came in on top again, exceeding last year's totals with 1,089 walkers registered and more than \$44,000 raised! AHA is the largest voluntary health organization working to prevent, treat and defeat heart disease, stroke and other cardiovascular diseases. Over the past 10 years, UF Health has received research grant awards in excess of \$17 million, putting us among the nation's top 25 institutions for funding received from the AHA. The Heart Walk gives us the opportunity to say thank you and contribute to this generous endeavor. Because of your generosity, our UF Health providers are able to offer the latest research to better prevent and treat patients with heart and vascular conditions. Thank you for all that you do on behalf of our patients and our community!



UF HEALTH | SERVICE

EMPLOYEES DIVE IN AT GATORADE EVENT

To honor Gatorade's 50th anniversary, several UF Health staff hosted a booth at Fan Fest prior to the Florida/Ole Miss football game on Oct. 3. During this event, UF Health gave away 3,500 specially made vintage-looking T-shirts with the Gatorade theme. Gator fans flocked to a dunk tank staffed by three UF Health employees dressed in Ole Miss gear — **Ann Koralewski, M.S., C.M.P., CGMP**, UF Health Communications public functions director; **Roque Perez-Velez, P.E., DSHS** (pictured), UF Health Shands Hospital Management Engineering Consulting Services director; and **Greg Hollingshead**, UF Health Shands Human Resources Development director. "We hold these types of events to build awareness about UF Health," said **Marsha Mott**, UF Health Communications health promotions coordinator. "Employees enjoyed the opportunity to interact with the community in a fun way."

UF HEALTH SHANDS CHILDREN'S HOSPITAL | SERVICE

Ten years of healing hearts

Providing hope for patients with the most complex cases

As **Adam** and Cassidy Pridgeon prepared for their first child's arrival, they braced themselves for the heart surgery she would face shortly after her birth. They welcomed their daughter Jessa to the world on Aug. 10.

Baby Jessa was diagnosed in utero with Turner Syndrome — a chromosomal disorder that can cause a congenital heart defect. The medical team at Tallahassee Memorial Hospital referred the Pridgeons to the UF Health Congenital Heart Center at UF Health Shands Children's Hospital.

UF College of Medicine pediatric cardiologist **Jennifer Co-Vu, M.D.**, examined an anomaly in Jessa's heart. She discovered that the baby would be born with coarctation of the aorta, also known as a narrowing of the aorta, and a small aortic arch. Four weeks after Jessa's birth, she underwent corrective surgery in the hands of **Mark Bleiweis, M.D.**, UF College of Medicine transplant surgeon, cardiothoracic surgeon and director for the UF Health Congenital Heart Center, and his team of anesthesiologists, pulmonologists and nurses.

Adam remembers Bleiweis and his team routinely checking on Jessa and his family following the successful operation. For six weeks, the Pridgeons created an expanded family of surgeons, physicians, nurses and hospital staff at the UF Health Shands Children's Hospital Pediatric Cardiac ICU.

"It's the compassion and human touch that sets the center apart," Adam Pridgeon said. "It's what doctors and nurses don't learn from a book. Without them, we wouldn't have a story to tell."

Since the Congenital Heart Center was created in 2006, our faculty and staff have treated 2,397 patients. Due to the high volume of pediatric patients with a congenital heart defect, the new Pediatric Cardiac ICU opened in January 2014, increasing the pediatric team's capacity to care for these patients. The Congenital Heart Center team provides care for patients with the most complex cases that require innovative technologies. These include the Berlin Heart ventricular assist device, Heartware VAD and SynCardia temporary Total Artificial Heart®, which have contributed to the success of the UF Health Shands Transplant Center.

"Over the past 30 years, I have seen the treatment of patients change dramatically," said **Connie Nixon, R.N.**, UF Health Congenital Heart Center clinical coordinator. "Newborns with a congenital heart defect are being diagnosed before birth and, as a result, kids are getting faster care."

For five consecutive years our children's hospital's cardiology and heart surgery spe-

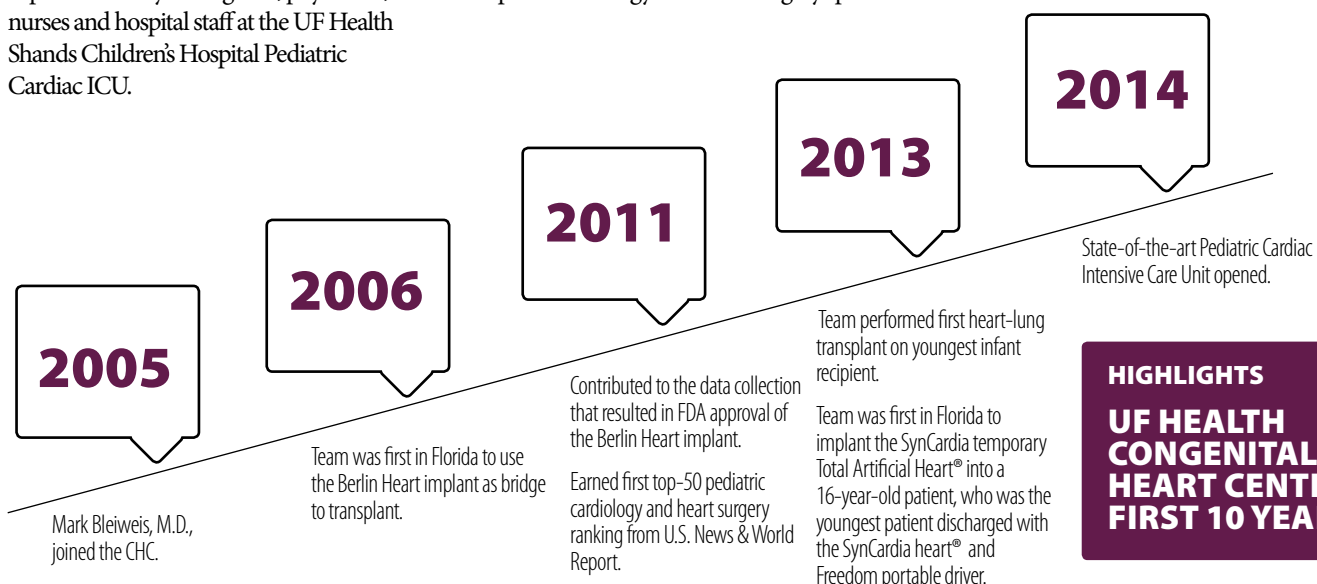


Adam and Cassidy Pridgeon with baby Jessa.

cialty has ranked among the nation's top 50 in U.S. News & World Report's annual rankings. The center's team cares for all patients diagnosed with a congenital heart defect, from unborn babies to adults.

Bleiweis said, "Our team's diverse background, their compassion for the patients we serve, as well as their dedication toward enhancing the field of pediatric and adult cardiac surgery is what continues to drive the UF Health Congenital Heart Center in the national rankings."

Nixon added, "The Congenital Heart Center has a team-centered approach to treating patients. When you're here, you're family." **N&N**



HIGHLIGHTS

**UF HEALTH
CONGENITAL
HEART CENTER'S
FIRST 10 YEARS**


Our patients' perspective

Patient feedback offers crucial insight

The UF Health Shands Sebastian Ferrero Office of Clinical Quality and Patient Safety Patient Experience department receives letters and emails from patients and their families every week. These notes are one of many ways we learn and grow. Feedback lets us know what we're doing well and how to improve care. Now we're sharing excerpts of these letters with

you. Remember, everyone in the UF Health family contributes to great patient experiences — it's up to each of us to make a positive impact with every encounter. **N&N**

Protected health information has been removed to safeguard patient privacy.



"I was recently a patient at UF Health Shands Hospital (and) I wanted to take the time to let you know about the outstanding care I received. I am deeply appreciative of your care. Every detail was swiftly and professionally attended to. The team of doctors was patient with all my questions and gave answers in a caring way. My doctors were competent and their passion was evident. Although each patient hopes for superb medical care, it is always an added bonus if the doctor scores high marks for bedside manner. Although one never volunteers to be a patient, when medical care is needed, I feel comforted and reassured to know that excellent care is available at UF Health Shands Hospital."



UF HEALTH | SERVICE

EMPLOYEES RALLY FOR BREAST CANCER AWARENESS

From biking to walking to dog racing to eating fun food, UF Health was well-represented during several October events to celebrate Breast Cancer Awareness Month. Activities kicked off with the Pink Pumpkin Pedal-Off, a charity bike ride hosted by the Collaboration of Scientists for Critical Research in Biomedicine to fund treatment-resistant breast cancer research at the UF Health Cancer Center. Next, Panera went pink to raise money for women's cancer research for the UF Health Cancer Center with ribbon-shaped bagels. Then the inaugural Halloweener Derby Day dachshund race and costume contest raised funds to support Climb for Cancer. The month wrapped up with the American Cancer Society's Making Strides Against Breast Cancer walk. We are proud of our UF Health team members who dedicated time and energy to raising awareness about breast cancer. Stay tuned for more information about the success of these events.



UF HEALTH SHANDS PSYCHIATRIC HOSPITAL | SERVICE

POSTER PROJECT EARNS TOP HONORS

A poster created by UF Health Shands Psychiatric Hospital employees placed first in the administrative category at the American Psychiatric Nursing Association's national conference in October. Kudos to **Daryl Cummings, M.S.N., RN-BC**, nurse manager (pictured), and **Deanne Bishop, B.S.N., R.N., RN-BC**, clinical coordinator. Their poster, "A Comprehensive Approach to Elopement Reduction," reflects interdisciplinary and interdepartmental performance-improvement efforts to ensure patient quality and safety at a psychiatric hospital. The hospital was well-represented at the conference, with five nursing team members in attendance. They all shared poster exhibits and learned about best practices that promote excellence in psychiatric nursing. To view the winning poster, visit <http://bit.ly/1GSUXdx>.

ELDERCARE OF ALACHUA | FINANCE

MOONLIGHT AND MARTINIS FOR AL'Z PLACE

Join ElderCare of Alachua County on Feb. 6 for the annual Moonlight and Martinis Gala. The night will benefit Al'z Place, an ElderCare programs that offers daycare for people with memory disorders and Alzheimer's disease. The event will take place at the Mercedes-Benz Dealership, 4000 NE Main St., Gainesville. For more information or tickets, call 352-265-9040 or visit moonlightandmartinis.org.

UF HEALTH | PEOPLE

CELEBRATE MLK JAN. 15

Each January, the UF Health Shands Diversity Ambassadors host a spirited event to celebrate the legacy of the late Martin Luther King Jr. This year, the festivities begin at 11:30 a.m. Friday, Jan. 15 in the UF Health Shands Hospital Atrium.



"The MLK event is one of our most well-attended Diversity events," said **Kristi Gaver**, UF Health Shands Employee Relations event planner and project coordinator. "We typically have an enthusiastic

response from employees and the program engages various members of the community in addition to our own employees."

Look for more details about the MLK celebration and other upcoming diversity events in emails and future editions of Shands News.

"Diversity events are a unique way to engage not only our employees, but also our patients, visitors and guests," Gaver said. "We love that these celebrations might teach someone something they didn't know about history or a culture. And of course, we always have a lot of fun!"

UF HEALTH SHANDS | SERVICE

GOAL-SETTING ADVICE FROM THE EXPERTS

Looking ahead to the New Year, **Roque Perez-Velez, P.E., DSHS**, UF Health Shands Hospital Management Engineering Consulting Services director, and his team have a few tips to keep in mind to help UF Health departments be productive and efficient.

Tip 1: Make goals the SMART way. Remember what SMART stands for!



Tip 2: Have a checklist. Once you have a goal, write it down. Writing goals onto a checklist allows you to stay organized and keep track of progress.



Tip 3: Make the time. Figure out how to practically make time to accomplish your goals and achieve them accordingly.



Tip 4: Schedule follow-ups with your team. Discuss where you are in relation to your goal. It is important that the whole team is on the same page in regard to knowing where you are with your goal, as compared to where you originally thought you would be.



Tip 5: Celebrate small accomplishments. It makes for a better work environment, and inspires future successes for your team.

SPECIFIC
MEASURABLE
ATAINABLE
RELEVANT
TIMELY

"Always remember if you are going to set goals for your team, make sure to follow through," said **Cristina Galloway, CSSBB, MECS staff engineer**.

