

**PAGE 14: PROBLEM-SOLVING CARE IN ACTION**  
Pediatric ICU team goes for the goal

**PAGE 16: ICARE PROVES WE CARE**  
Clean and restful is our focus

**PAGE 22: UF HEALTH HEART & VASCULAR HOSPITAL  
AND UF HEALTH NEUROMEDICINE HOSPITAL**  
Employees got VIP access during events

## Our UF Health Shands year in review

*Celebrating accomplishments  
and looking ahead*



UF HEALTH | HOSPITALITY+SERVICE

## THERE'S NO PLACE LIKE HOME

*An intro from new editor Michelle Moore*

BY MICHELLE MOORE

When you hear about a homecoming, what comes to mind? A connection to family and friends, loyalty to your hometown or possibly the latest “hoco” proposal. For me, my homecoming to UF Health is definitely about connections and being in a place that feels right and comfortable.

I am a returner. I worked for the Marketing and Public Relations department at Shands HealthCare for more than six years, even experiencing the Y2K excitement along the way. I developed many great relationships and learned valuable lessons in that first foray into hospital/health care PR. And when a position recently became available on the UF Health Communications team, I jumped at the chance to be part of this system again.

During the interview process, I experienced such a sense of peace as I saw many familiar faces and got to interact with people I hadn't seen in years. When the job offer came my way, it was an easy decision: I was coming home.

As with any homecoming, I quickly noticed a few things that were the same, but I was even more impressed with all of the differences ... the integrated and cohesive leadership approach, the growth, the new facilities and the bells and whistles of an academic health center.

And I couldn't have picked a better time to rejoin the organization as you were about to launch the new UF Health Heart & Vascular Hospital and UF Health Neuromedicine Hospital. It was a thrill to experience the grand opening events and see many friendly faces among my new colleagues. To hear the words, “We're so glad you're back,” made my day. This truly is a welcoming, supportive place to build your career.

Among my internal communications responsibilities is serving as editor for News+Notes. I'm excited to help guide your newsletter and look forward to sharing updates that show how we're making this one of Indeed.com's 2017 “Best Places to Work” as well as continuously improving the patient experience.

As a former employee who has found my way back, 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 article. I look forward to an exciting 2018. 🍀



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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 CEO 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!

### Who decided how vacated space at UF Health Shands Hospital would be filled once services moved over to the new hospitals?

We have a strategic “backfill” plan to use space that becomes available once services move to a new location. First, we assessed what space would be free once heart, vascular and neuro services moved over to the new facility. What’s left behind is valuable space for patient care, giving us the chance to renovate these areas and rethink how we use them. Second, we engaged College of Medicine and hospital leadership to propose for consideration their ideas for how to use the space. We encouraged requests and kept an open mind. Of course, there were many more requests than space available. It’s all about weighing options. Patients always come first in these decisions. We had chairs and delegates present ideas on behalf of their integrated teams to David Guzick, M.D., Ph.D., senior vice president for health affairs at UF and president of UF

Health, and the exec team. We had a lot of discussions and deliberation before decisions were made.

### What criteria did you consider?

One, we took into consideration the patient experience and what would be needed to take the existing space and make it contemporary, and to create private rooms and offer a more welcoming environment to support care. Two, we thought about current programs that were capped out of space and were bursting, that needed room to grow in order to serve patient demands. Three, we assessed what new programs there were that may need space. Four, we discussed how each option connects to existing programs and services and fits with the big picture and our strategic goals.

### When will we learn more about the services that will fill the vacated space?

Dr. Guzick shared an overview in his “On the Same Page” e-newsletter in December. You can find that on the Bridge (under the “News & Events” tab). Stay tuned for more details as they evolve. It’s an exciting time for us at UF Health but also a continually busy journey to make all these plans happen. We reached the milestone of opening the heart and vascular and neuro hospitals but our work isn’t done yet. The new year brings more changes which will be positive for our patients. We appreciate everyone’s support! 🙌

### WANT TO SUBMIT A QUESTION?

Email Michelle Moore, assistant director, strategic communications, at [moormm@shands.ufl.edu](mailto:moormm@shands.ufl.edu) and we’ll consider it for an upcoming edition.

## WORKING TOGETHER TO MOVE MEDICINE FORWARD

*Celebrating our 2017 accomplishments and looking ahead to 2018*

BY JACKY SCOTT + KIM ROSE • PHOTOS BY MINDY MILLER + JESSE S. JONES

# 2017

## YEAR IN REVIEW

**T**o everyone who provides and supports patient care for the UF Health Shands hospital system, UF Health Shands CEO **Ed Jimenez** extends a heartfelt thank you.

“We concluded another fascinating year. We had our share of accomplishments, successes and improvements,” he said.

The most complex and impressive endeavor of 2017, involving many faculty and staff, was opening our two new hospitals — the UF Health Heart & Vascular Hospital and the UF Health Neuromedicine Hospital — on Dec. 10. Patients with complex health conditions now receive inpatient and outpatient specialty care from interdisciplinary teams co-located in specially designed spaces unique to their needs.

“This new hospital milestone was the culmination of months of increasingly intense planning and preparations,” Jimenez said. “It took incredible collaboration and cooperation, patience and tireless work.”

A new hospitals transition steering team led five subcommittees: Communications, IT, Orientation, Patient Care and Support Services. Hundreds of hardworking and dedicated faculty and staff were involved in the incredibly detailed transition planning process.

“To everyone who had a role in helping us prepare to transition to the new hospitals, thank you for your contributions. Your commitment made this vision a reality,” Jimenez said. “You’ve made history for our organization, community, state and region.”

**Here’s a look at some of the highlights of the hospital system’s accomplishments in 2017.** —————●

## LEADERSHIP

The hospital leadership team welcomed **Eric Rosenberg, M.D., MSPH, FACP**, as associate chief medical officer. Rosenberg joined **C. Parker Gibbs, M.D.**, UF Health Shands chief medical officer, and **Shelley Wells Collins, M.D.**, associate chief medical officer. Our physician leaders foster strong partnerships between hospital medical staff and clinical teams to improve clinical outcomes and the patient experience.

From May to October, Collins served as interim director of clinical quality for UF Health Shands. She collaborated with clinical faculty and hospital leaders to support quality and safety programs. (See “Looking ahead for 2018” for information about our new chief quality officer, **Sasha Grek, M.D.**)

Four UF Health executives assumed leadership roles for the hospital Clinical Quality and Patient Safety departments: Patient Experience (reporting to **Irene Alexaitis, D.N.P., R.N., NEA-BC**, UF Health Shands chief nursing officer); Clinical Risk Management (reporting to **C. Parker Gibbs, M.D.**, UF Health Shands chief medical officer); Quality Analytics (reporting to **Gigi Lipori**, UF Health chief data officer); and Quality and Accreditation (reporting to **Diana Richardson**, UF Health Shands vice president of operations). They work with each team’s leaders to steer quality and safety efforts to improve patient outcomes and ensure Quality is Job 1.

**Jill M. Sumfest, M.D., M.S., FACS**, was named GatorCare president in July, adding to her role as GatorCare medical director. Sumfest is board-certified in general surgery and colon and rectal surgery, and has managed care expertise with commercial, Medicare and Medicaid plans.

## STRATEGIC GOALS & GROWTH

UF Health Physicians debuted two new practices: one in Ocala, in Marion County, and the other in Summerfield, in Lake County just north of The Villages® community. UF Health Ocala Heath Brook is serving cardiology, maternal-fetal, reproductive endocrinology and infertility patients and offers a pediatric after hours clinic with UF Health physicians on site every weekday. UF Health Villages offers cardiology, gynecology oncology, urogynecology and orthopaedics services, with plastic surgery consultations.

In May, UF Health officials broke ground at UF Health Springhill to add clinical services behind the current facility. The new building will house UF Health Physicians practices and will expand primary care and specialty care, including internal medicine, family medicine, adult and child psychiatry, allergy, integrative medicine, medical psychology and pain management.







After more than four years of research, planning and construction, leaders cut the ribbon to open the new UF Health Heart & Vascular Hospital and UF Health Neuromedicine Hospital.

MAY  
2017

NOVEMBER  
2017

## STRATEGIC GOALS & GROWTH



UF Health Springhill is slated for completion in August 2018.

Earlier last year, UF Health entered into a formal affiliation with Sacred Heart in Pensacola to provide residency training, pediatric subspecialty care and neonatal and pediatric critical care transport through UF Health ShandsCair. Through this relationship, UF College of Medicine faculty operate physician residency programs in internal medicine, pediatrics, obstetrics and gynecology. The UF Department of Pediatrics is also working with Sacred Heart to provide specialized pediatric subspecialty care to critically ill children in the Panhandle.

With the UF Health and Sacred Heart neonatal and pediatric critical care transport relationship, ShandsCair will lead the ground and air transport of pediatric patients in the Panhandle and offer a service that can fly faster and farther than Sacred Heart's previous air ambulance. In the event a critically injured child requires a level of care only available at UF Health Shands Children's Hospital, ShandsCair can fly from Pensacola to Gainesville without stopping to refuel, which could ultimately save a patient's life. These services join the existing relationship with Sacred Heart in adult kidney transplant.

## CLINICAL EXCELLENCE + RESEARCH

Early last year, a patient received what he called a "bionic eye" — a microelectrode array implanted in the retina —

here at UF Health Shands Hospital. The electrode assumes the function of damaged retinal cells, sending signals to a special pair of glasses that allows the patient to see shapes and contrasting images. This was our first patient to receive this microelectrode array and our hospital was one of only 18 implant sites in the U.S.

Last year, families of infants diagnosed with high-risk single ventricle heart defects went home with specially configured iPads and apps that help send important real-time monitoring data to their UF Health care team. Our team at the UF Health Congenital Heart Center, part of UF Health Shands Children's Hospital, was first in the state to use this technology.

In the fall, three pharmacy technician trainees became the first graduates from the nine-week Pharmacy Technician Training Program, a new collaboration between UF Health Shands Pharmacy Services and the UF College of Pharmacy.

## MILESTONES

In February, we opened the UF Health Shands Children's Hospital Neonatal ICU, newly renovated space for our tiniest, most vulnerable patients and their families. It expanded the NICU from 12,632 square feet to 20,844 square feet. The new environment is soothing and family friendly and supports the team's exceptional clinical care.



A patient received a "bionic eye" — a microelectrode array implanted in the retina here at UF Health Shands, one of only 18 implant sites in the U.S.

2017  
YEAR IN  
REVIEW

## CLINICAL EXCELLENCE & RESEARCH

Specially configured iPads and apps help send important real-time monitoring data about high-risk infants with heart defects to the UF Health Congenital Heart Center care team.





As part of our collaboration between UF Health and the Sacred Heart Health System in Pensacola, a UF College of Medicine transplant surgeon performed Northwest Florida's first kidney transplant last February. This is an example of how our relationships with other health organizations expand care for patients throughout Florida and the region.

Another example of pioneering clinical care last year was when a UF orthopaedic surgeon was one of only two nationwide to perform the first computer-assisted shoulder replacement surgery using a new technology allowing live navigation of the operative site. The technology, ExactechGPS® Total Shoulder Application, provides surgeons with a real-time 3-D computer model of a patient's shoulder during surgery.

Last spring, we celebrated several hundred UF Health Shands employees for their long-term commitment at our Milestone Service Awards event. Our featured honoree was **Rhea Broyles, M.S.N., R.N.**, for 45 years of service. She started her career as a nurse at Alachua General Hospital and concluded it as a senior quality improvement specialist with the UF Health Sebastian Ferrero Office of Clinical Quality and Patient Safety.



Renovation expanded our NICU from 12,632 square feet to 20,844 square feet.

#### AWARDS + RECOGNITION

Last year, our UF Health Shands nursing teams received national recognition for nursing excellence. The Trauma/Lung Transplant Unit nursing team earned their second gold Beacon Award for Excellence from the American Association of Critical-Care Nurses. We now have five active Beacon Awards, and UF Health Shands is tied for first in Florida to have the most current gold-level Beacon Awards. Our other nursing units with Beacon Awards are the Cardiac ICU (gold), the Pediatric ICU (gold), the Surgical/Trauma ICU (gold) and the Post Anesthesia Care Unit (silver).

In the fall, our UF Health Shands Nursing and Patient Services teams applied for our fourth consecutive Magnet designation. This is the health care industry's top honor for quality patient care, nursing excellence and innovations in professional nursing practice.

In March, UF Health Shands Hospital earned the highest rating from The Society of Thoracic Surgeons for our patient care and outcomes in congenital heart surgery. The distinguished three-star rating places the hospital among the elite in the U.S. and Canada for congenital heart surgery.

For the third year in a row, UF Health Shands ranked among the nation's best in more adult and pediatric medical specialties than any other hospital in Florida,

#### MILESTONES

The Trauma/Lung Transplant Unit nursing team at UF Health Shands Cancer Hospital earned its second gold Beacon Award for Excellence from the American Association of Critical-Care Nurses.



#### AWARDS + RECOGNITION

according to U.S. News & World Report annual rankings. UF Health Shands Hospital and UF Health Shands Children's Hospital ranked among America's Best Hospitals and America's Best Children's Hospitals, respectively, in six medical specialties each.

Meanwhile, our colleagues at the UF College of Medicine gained more national prominence with a ranking of No. 40 among the nearly 150 medical schools in the country and No. 16 among public institutions by U.S. News & World Report.

In the fall annual rankings, Hospitals & Health Networks named UF Health one of the nation's Most Wired Hospitals and Health Systems for our use of advanced technology to improve communication, safety and relationships with patients. UF Health also placed 21st in Indeed.com's 2017 Best Places to Work ranking of U.S. hospitals or health systems.

#### HOSPITALITY + SERVICE

To improve our patients' experience, UF Health Shands and UF Health Physicians introduced a new user-friendly paperless billing tool in the fall. Patients can view statements online any time, receive email or text notifications when new statements are available or payments are due, and set up their own payment plans.



With paperless billing, patients can view statements online any time, receive email or text notifications when new statements are available or payments are due, and set up their own payment plans.

Monthly Hospitality Huddles are now commonplace at UF Health Shands, the College of Medicine and UF Health Physicians. They help us focus on specific hospitality behaviors, outlined by the UF Health Hospitality & Service program, to help us build a supportive and welcoming culture for patients, visitors and staff.

Late fall, we launched iCARE: A Clean And Restful Environment campaign. UF Health Shands and UF College of Medicine leaders asked faculty, residents, staff and volunteers to help keep care areas and workplaces clean and tidy, and to be sensitive to noise levels on inpatient units. Staff now use spill stations for immediate clean-ups and some have "adopted" areas such as stairwells to help make a great impression for everyone in our buildings.

#### COMMUNICATIONS

Last year, we began distribution of the new UF Health ID overlays for staff to wear over our existing ID badges. The new IDs display the UF Health logo and help clearly identify each staff person by name and role. This approach helps communicate who we are to our patients, visitors and customers, and gives us a unified look.

In September, we introduced Problem-Solving Care, an evolution of our UF Health branding effort. We're sharing

2017  
YEAR IN  
REVIEW

## HOSPITALITY + SERVICE

Hospitality Huddles help us focus on specific hospitality behaviors, outlined by the UF Health Hospitality & Service program, to help us build a supportive and welcoming culture for patients, visitors and staff.



compelling stories about four patients who came to UF Health seeking answers to their unique health issues. These stories illustrate our academic health center approach to collaborative and multidisciplinary care; pioneering, life-saving research to advance medicine; and safe, quality clinical care and innovative solutions for each patient we serve. Visit [problemsolvingcare.org](http://problemsolvingcare.org) to learn more.

Blueprints on Bridge launched in September as the new employee-focused version of the Blueprints for Progress public website. It features information and resources to update staff so they can communicate with patients and customers about new construction, renovations, access and wayfinding.

In 2017, we also introduced new online versions of our two main newsletters designed for staff who provide and support patient care at UF Health Shands and our outpatient programs. You can easily find News+Notes and The Q (Quality) Report on the Bridge under the “News & Events” tab, along with all UF Health multimedia news tools.

The Bridge continues to expand as an internal communications resource. The “Empathy Corner” feature on the homepage is the most-viewed section, highlighting stories that show the kindness and caring of our UF Health family around the system.

#### COLLABORATION

The TransLoc Rider app launched in January 2017, providing patients, visitors and staff with a convenient user-friendly tool to track UF Health Shands shuttle routes. Access TransLoc Rider online or on mobile devices to see the real-time location of our shuttles and when they will arrive at stops. Search any mobile app store for the free “TransLoc Rider” app.

The UF Health Protect app also launched in January 2017. It’s a free personal safety app for faculty, staff and students. Intuitive navigation quickly connects users with digital safety tools. Virtually connect with and share your real-time location and movements with another user you trust; use the Safety Toolbox to sound an alarm from your mobile device; or use Staff Resources to access general emergency guidelines and contacts.

Last February, our Sixth Annual Wellness Event was a big success, with an improved overall wellness score of 73. Meanwhile, a 21 percent participation increase had more than 3,000 employees attending events at one of the 10 UF Health locations. Participation and engagement in our Wellness programs grew: More than 800 employees participated in the 12 Tweaks program, more than 600 completed a workplace-sponsored challenge and around 400 participated in a wellness seminar.

The new IDs help communicate who we are to our patients, visitors and customers, and give us a unified look.

## COMMUNICATIONS



Problem-Solving Care, an evolution of the new UF Health branding effort, shares compelling stories about four patients who came to UF Health seeking answers to their unique health conditions.



## FEATURED

In March, we reached an all-time high when 8,345 employees completed the annual UF Health Shands Employee Engagement Survey, with 84 percent participation. Our overall engagement score was 4.26 (out of 5), putting us in the 86th percentile among academic health centers nationwide. This reflects that employees feel valued and that you feel leaders appreciate and will use your feedback.

In April, 31 UF Health teams raised \$54,000 for the March of Dimes March for Babies. UF Health received the Gold Boot as the area's No. 1 fundraising team.

In September, 724 members of the UF Health family showed their commitment to the American Heart Association's Alachua County Heart Walk, making us the top fundraising company for the sixth consecutive year. The 39 UF Health teams raised almost \$40,000, and together, the community raised more than \$224,000 to support the AHA.

In October, our UF Health teams supported the American Cancer Society's Making Strides Against Breast Cancer event. Eighteen UF Health teams raised over \$15,000, making UF Health the top local contributor, contributing to the overall total of more than \$100,000 to support innovative breast cancer research.

In the fall, UF Health Shands employees generated more than \$228,000 for the United Way of North Central Florida. The funds will help support critical community-based programs that assist families and individuals.

In 2017, our own UF Health Raising Hope at Work campaign raised more than \$200,000 thanks to nearly 1,800 UF Health Shands and UF College of Medicine faculty and staff who chose to support projects that directly impact education and patient care. Every Raising Hope at Work dollar generated is invested into our organization.

### LOOKING AHEAD FOR 2018

A top priority is for us to establish the new UF Health Heart & Vascular Hospital and the UF Health Neuromedicine Hospital among our family of hospitals at UF Health. We will continue to build patient volumes for these inpatient and outpatient programs and support improved patient care, innovative surgical procedures and great interdisciplinary collaboration.



In 2017, our faculty and staff gave more than \$200,000 to support UF Health education and patient-care programs.

2017  
YEAR IN  
REVIEW

## COLLABORATION

The TransLoc Rider app provides patients, visitors and staff with a convenient user-friendly tool to track UF Health Shands shuttle routes.





Meanwhile, plans are underway to renovate and repurpose the space vacated at UF Health Shands Hospital. These ongoing strategic efforts are to adapt these spaces to address our patients' most pressing health care needs and provide an even better patient experience, while supporting the care needs of our skilled teams.

For details about how we plan to use vacated hospital space, please read the Nov. 30 edition of the "On the Same Page" e-newsletter from David S. Guzik, M.D., Ph.D., senior vice president for health affairs at UF and president of UF Health. You can find OTSP on the Bridge under the "News & Events" tab.


The collaboration between UF Health Shands and Select Medical is also evolving as we plan for shared ownership and Select Medical operational oversight of long-term acute care services and rehab hospital programs. More information will soon be shared.

When it comes to clinical quality and patient safety, 2018 will bring renewed energy thanks to the appointment of Sasha Grek, M.D., the new UF Health Shands chief quality officer as of Nov. 1. Grek is also a UF College of Medicine clinical assistant professor of anesthesiology and critical care medicine.

"With Dr. Grek on board and our executive team well-connected in quality leadership, we look forward to the continued evolution for our clinical quality and safety

efforts," Jimenez said. "Our focus will be a different analytical way of thinking about data, making it more relatable to our doctors and nurses. We want quality goals and progress to resonate with everyone. Dr. Grek is the perfect person to lead us through this change."

Accreditation is top of mind as we anticipate The Joint Commission visiting our UF Health Shands hospitals in the first half of the year. Additionally, our nursing colleagues have applied for Magnet redesignation, which would be our fourth-consecutive designation from the American Nurses' Credentialing Center with the nursing industry's top honor.

"Thank you for another remarkable year," Jimenez said. "We owe our success to each person in the UF Health family who comes to work every day ready to make a difference. Because of you, people who need help and healing can come to UF Health for outstanding medicine and compassionate caring." 



Sasha Grek, M.D., UF Health Shands chief quality officer

## LOOKING AHEAD FOR 2018





UF HEALTH SHANDS CHILDREN'S HOSPITAL | CARE+QUALITY

## PROBLEM-SOLVING CARE IN ACTION

*Pediatric ICU team goes for the goal with 13-year-old soccer-star-turned-patient*

BY: MADISON IMSCHWEILER



Members of the UF Health Shands Children's Hospital Pediatric ICU, along with those from UF Health Shands Children's Hospital Physical Therapy and UF Health Shands Cardiopulmonary Services, cared for teenager Maria Forbes during her eight-month hospital stay. Pictured (from left) are Garland Parker, R.N., UF Health Shands Children's Hospital Pediatric ICU; Jessica Cornman, D.P.T., UF Health Shands Children's Hospital Physical Therapy; patient Maria; Taylor Hubbard, R.R.T., UF Health Shands Respiratory Therapy; Trizzie Ho, R.R.T., UF Health Shands Respiratory Therapy; and Neil Palce, UF Health Shands rehab aide.

*"As long as she fights, we fight."*

These were the words repeated by the team at UF Health Shands Children's Hospital Pediatric ICU as they cared for 13-year-old patient Maria Forbes.

After a weekend soccer tournament in February, Maria returned home to Ocala with a headache and exhaustion. Her parents, Dave and Vanessa Forbes, assumed she needed a day or two of rest. Maria was still feeling ill after a few days so they set up a doctor appointment, but they never made it to the appointment.

Vanessa noticed that her daughter's fingers were turning

purple. They rushed her to the E.R. at a nearby medical center. An X-ray revealed that Maria needed more specialized pediatric care, and she was flown to UF Health Shands Children's Hospital.

Maria was admitted to our Pediatric ICU for severe acute respiratory distress syndrome and septic shock secondary to the flu and pneumonia. Her lungs began to fail, she had low levels of oxygen in her blood and she was placed on conventional methods of life support.

Despite those efforts, Maria soon required extracorporeal membrane oxygenation, or ECMO, a technique that provides respiratory and cardiac support to patients with lungs that cannot provide the oxygen their bodies need.

Patients are usually on ECMO only for a few weeks, but Maria stayed on ECMO for 67 days, which is very rare. What makes her story even more remarkable is that she was neurologically intact during her therapy. Unlike most patients, Maria interacted with her family and the UF Health team while undergoing the ECMO treatment. Her providers even had her up and walking around.

“This certainly was a first for the PICU, and the first time I’ve ever had a patient have the stamina to be able to do that,” said **Janice Taylor, M.D.**, UF College of Medicine pediatric surgeon.

Taylor ensured Maria and her family were well-informed and supported.

“Dr. Taylor was caring and positive and kept us up-to-date,” said Dave Forbes. “She always gave us hope. She’s been there for everything.”

**Lindsay Sikora, M.D.**, a UF College of Medicine pediatric critical care intensivist, also was instrumental in lifting Maria’s spirits by arranging for her to receive an autographed jersey from U.K. soccer player Marcus Rashford of the Manchester United team, which was shipped to Maria from England. She also received autographs and personalized video messages from the Orlando Pride, Orlando’s professional women’s soccer team.

“During the course of Maria’s ECMO treatment, so many health care providers took part in her care,” said **Timothy Bantle, R.R.T.**, ECMO coordinator. “The team refused to give up hope or succumb to pessimism. Everyone was giving their all in every aspect of the care provided.”

**Amanda Bonaccorso, R.R.T., B.S.A., M.B.A.**, a UF Health ECMO specialist, worked night and day to ensure Maria


“THE TEAM REFUSED TO GIVE  
UP HOPE OR SUCCUMB TO  
PESSIMISM. EVERYONE WAS  
GIVING THEIR ALL IN EVERY  
ASPECT OF THE CARE PROVIDED.”

– TIMOTHY BANTLE, R.R.T., ECMO COORDINATOR

received the care she needed and that she felt at home. When Maria’s parents would go home for the night, Bonaccorso looked after Maria, learning her music preferences, discussing her favorite TV shows and even painting her nails.

“I made it a priority to encourage her every time I managed the pump, to let her know what a fighter and inspiration she was to staff and physicians on the unit,” Bonaccorso said.

In the end, more than 30 health care team members — physicians, PICU nurses, the ECMO team, respiratory therapists, physical therapists and occupational therapists — supported Maria and her family.

Maria’s road to recovery has been long, but in October, after more than eight months in the hospital, she was discharged to a rehabilitation facility. While there, Maria worked with physical therapists and other rehab experts to continue gaining back her strength. After only a few weeks at the rehabilitation facility, Maria was discharged and is now doing well at home with her family. 

UF HEALTH SHANDS | HOSPITALITY & SERVICE

## ACTIONS PROVE WE CARE

*Promoting a Clean And Restful Environment for patients and visitors*

BY: RACHEL RIVERA

**D**ozens of faculty, staff, residents and volunteers who provide and support care at UF Health Shands attended the iCARE Campaign kickoff event in the UF Health Shands Hospital Atrium on Nov. 16. The event introduced a new program to help us keep UF Health clean and restful. **Michael Good, M.D.**, UF College of Medicine dean, and **Ed Jimenez**, UF Health Shands CEO, shared their personal perspectives and encouraged staff to make a difference.

iCARE stands for a Clean And Restful Environment. A clean and orderly environment supports our patients' confidence in the quality care we provide. Likewise, a calm and peaceful atmosphere, without distracting and unnecessary noise, reflects our focused and compassionate service.

Every year, thousands of patients and visitors get their first glimpse of UF Health when they receive care or come here to visit a loved one. First impressions can be long-lasting. Later visits can reinforce those first impressions or help to reframe them.

Following their hospital visits, our patients complete satisfaction surveys and their feedback is consistent: they score their experience heavily on the cleanliness and quietness of our patient care areas. At UF Health, we take these scores very seriously and must strive to exceed expectations and deliver the best possible patient experience.

Failure to meet our patients' expectations for cleanliness can erode their confidence in the quality and safety of our care. Similarly, a distracting and noisy clinical atmosphere sends the wrong message about our attentive service. Each of us can make a difference by noticing and addressing these challenges as we encounter them.

High-performing health care organizations are known for the 'pride of ownership' shared among their physicians, nurses, care providers and support staff. It's our goal to ensure a Clean And Restful Environment in our hospital inpatient units, outpatient service areas and public hallways and waiting areas — anywhere we provide or support patient care. This also extends to our personal work areas.

The iCARE program resulted from the Efficiency, Effectiveness and Patient-Centeredness, or EEPC, initiative. A steering group and subcommittees led the charge and multiple teams collaborated to find leaders and champions to adopt areas throughout the hospital and plan logistics.

As a whole, we have opportunities each day to make a difference and ensure patient satisfaction is our top priority. By committing to adopting the "iCARE" concept, each of us will help deliver a great patient and visitor impression. The iCARE approach is our commitment to work together and demonstrate our pride as the UF Health family. 📌



### RESOURCES THAT WILL HELP US SUPPORT ICARE INCLUDE:

**Spill Stations:** Cabinets marked with an iCARE sign are located in public areas, such as hospital hallways. They contain gloves, paper towels and spill signs to help staff take care of messes and clean up the area until Environmental Services staff can assist.

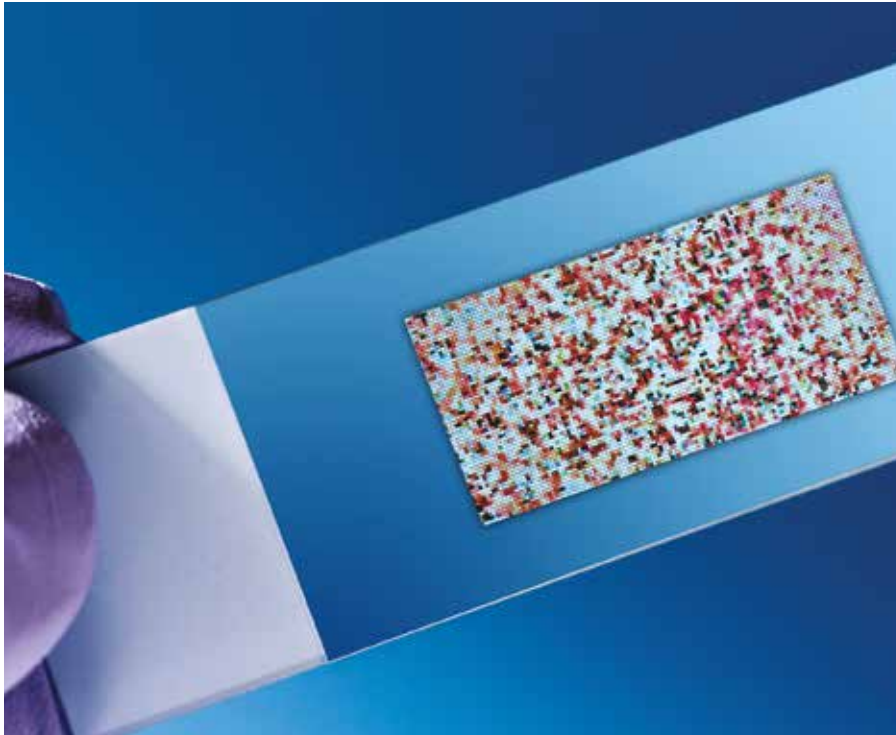
**iCARE hotline:** Patients, staff and visitors can call the iCARE line — 352-594-2273 — to request clean-up assistance at any time.

**Shhh ... signs:** Will encourage noise reduction and consideration in our inpatient units.

UF HEALTH | RESEARCH+DISCOVERY

## LAB NOTES

*Check out recent research developments at UF Health*



### BLOCKING REPETITIVE SEQUENCES

In patients with myotonic dystrophy and related genetic diseases, abnormally long, repetitive DNA sequences lead to a host of problems in the muscle, heart and brain. Now, a group of UF Health researchers has found a way to block the transcription of those dysfunctional genetic sequences into RNA in human cells and mouse models. Using a deactivated bacterial enzyme, the researchers were able to reduce levels of the repeating RNA sequences that cause two types of myotonic dystrophy and amyotrophic lateral sclerosis. The enzyme, known as dCas9, works by binding directly to the repetitive sequences and halting production of toxic RNA. ■

### PHASE III TRIAL FOR RARE CHILDHOOD DISEASE THERAPY

A UF researcher has begun a Phase III clinical trial to assess a drug therapy for the rare childhood disease pyruvate dehydrogenase complex deficiency. The disease, caused by a genetic mutation, interferes with the cells' ability to produce energy. **Peter W. Stacpoole, M.D., Ph.D.**, a UF College of Medicine professor of medicine, biochemistry and molecular biology, is assessing the effectiveness of a drug treatment developed from a molecule called dichloroacetate that stimulates residual activity in a critical enzyme, allowing cells to produce additional energy.



### REDUCING AGE-RELATED INFLAMMATION

A protein produced by the liver significantly reduces the chronic, low-grade inflammation that may contribute to aging and aging-related diseases, UF Health researchers have found. Using human cell and fruit fly models, they showed the protein human alpha-1 antitrypsin has anti-inflammatory and cell-protecting properties. That makes the protein particularly effective at stopping so-called "inflammaging," the ongoing inflammation that has been implicated in aging-related disorders such as cardiovascular disease, Type 2 diabetes and osteoporosis. Fruit flies that had the human protein-producing gene inserted lived significantly longer and survived in greater numbers than those that were untreated.



UF HEALTH SHANDS | NEW&amp;NEXT

## FULLY AUTOMATED CORE LAB REAPS BENEFITS

*Results include improved care and staff engagement*

BY: JACKY SCOTT



*The automated Core Lab provides the clinical laboratory teams an even more efficient workplace. With an addition of more than 6,000 square feet, the lab added 43 percent more capacity and can accommodate future growth.*

**I**n October, our newly automated UF Health Shands Hospital Core Laboratory went live after five years of planning. Automation has resulted in increased quality and safety of patient care, faster lab results and increased employee engagement.

“The staff on our team were the ones who made this happen,” said **Mary Reeves**, UF Health Shands Clinical Laboratory Services director. “They own this project, down to picking the evaluation process, instruments and design of the layout.”

The lab transitioned to new equipment from September 2016 to August 2017. The 13 new instruments include chemical analyzers (which measures different chemicals in biological samples), two CellaVisions (a microscopy device capable of taking images of all blood cells), two storage units capable of holding 5,000 samples apiece, and a complete automation system that connects everything.

“The fully automated Core Lab has the capacity to analyze three times the volume that we were processing before, allowing us to meet the growing needs of our institution,” said **Gloria Wilkerson**, UF Health Shands Clinical Laboratory

Services Core Lab manager. “Our lab techs can now put more time into working on relationship-based treatment plans with our patients’ care teams.”

The Core Lab team also now can guarantee continuity of care even if a piece of equipment goes down. Additionally, lab technicians now have the capability to efficiently track the specimens and orders they receive, reducing the risk of duplicate orders or tests.

“We have a world-class team of lab professionals,” said **Diana Richardson, M.B.A.**, UF Health Shands Operations vice president. “Now they have world-class equipment to support the expert care they provide for our patients.” ■



UF HEALTH SHANDS | EVENTS &amp; ACTIVITIES

## SUSTAINABLE THINKING – IT'S EASY BEING GREEN

*UF Health Shands Rehab Hospital pharmacy team wins Think Green contest*

BY: JACKY SCOTT

This summer, UF Health Shands and PepsiCo™ teamed up to provide UF Health Shands employees the opportunity to think “green” with a chance to win a \$10,000 sustainability grant from the Think Green campaign. Employees from various Gainesville campuses submitted more than 70 sustainability ideas — and the team from UF Health Shands Rehab Hospital Pharmacy Services came out on top.

“The Think Green campaign was a very clever idea. It sparked employees into thinking about our environment,” said **Marilyn Ryan, R.P.T., CPhT**, UF Health Shands Rehab Hospital Pharmacy Services pharmacy technician and winning team member. “It’s a great opportunity for UF Health to lead by example. If our co-workers and patients see the efforts we put into keeping the world a better and healthier place, hopefully our sustainable ways at work can carry over to our home lives.”

Ryan’s winning team included UF Health Shands Rehab Hospital Pharmacy Services pharmacists **Jim Friske, Pharm.D.**; **Betsy Dodd, Pharm.D.**; and **Bill Garst, Pharm.D.** Each winning team member received a \$125 gift card and an Apple Watch provided by PepsiCo™. Their winning concept earned \$10,000 and will be used to purchase bins to help recycle the empty plastic pill bottles that are currently being thrown away, and to kick-start the concept in other areas around UF Health.

“It was nice to have the recognition for the staff, the department and the hospital,” said **Bobby Nipper, R.Ph.**, the department’s lead pharmacist and supervisor. “Hopefully we can help implement the program in other departments and make a difference in reducing waste at UF Health.”

**Lara Zamajtuk**, UF Health Shands Operations associate vice president, will link with other leaders to help launch the project.

“After seeing all of the enthusiasm from the Think Green campaign, we are excited to implement the winning project,” Zamajtuk said. “This concept has the potential to improve sustainability in additional areas of the organization as well.” ■



UF HEALTH | GROWTH+EXPANSION

## EXAM ROOM OPENS FOR SEXUAL ASSAULT VICTIMS

On average, only one in four women who are sexually assaulted reports their encounter. In an effort to bring more women to report and receive help after an assault, UF Health has opened a new medical forensics room, known as the Sexual Assault Nurse Examiner Room, or SANE. The room opened in October inside the UF Health Shands E.R. The forensics room was made possible by generous support from the Alachua County Board of County Commissioners.



UF HEALTH SHANDS | POLICIES+GUIDELINES

## FORMS AND POLICIES ON BRIDGE: NEW PUSH NOTIFICATION SYSTEM

A new feature was launched through the UF Health Bridge portal to assist departments in staying up-to-date with approved forms and policies. This refers to the catalogued resources on the Bridge homepage ([bridge.ufhealth.org](http://bridge.ufhealth.org)) under the "Policies and Procedures" tab.

This is where you can find forms from UF and UF Health Shands relating to core, HR, legal and privacy policies. It also refers to the Forms catalog, which is under the "Care" tab. Look for Forms, References and Manuals and then click on Forms Catalog.

"This new tool provides a new level of real-time notification in regards to updated forms and policies that could enhance our processes and the care we provide," said **Gloria Irvin**, UF Health Shands Health Information Management Operations and Quality manager.



### NOTIFICATION

The new feature saves a record for Bridge users who download a policy or form from these catalogs. When that policy or form is updated with a new version, the user will receive an email to inform him or her of the update. The email will also provide links to the relevant form and policy to make it easier for the user to go to the document and print or order new copies.

This push notification system eliminates the need for staff to continually visit their respective sites to review updates and determine which documents are out of date.

**Bonnie Blair**, UF Health Shands Supply Chain Services Publication Services manager, added, "The new notification tool is a giant step forward in making staff aware of updated documents in the Forms Catalog. I expect this will significantly decrease the use of outdated forms, making us more compliant with regulatory changes."

If you have any questions, please contact **Jeff Stevens** in UF Health Web Services ([jstevens@ufl.edu](mailto:jstevens@ufl.edu)).

UF HEALTH | AWARDS+KUDOS

## UF HEALTH HONORED AMONG "BEST PLACES TO WORK" IN THE U.S.

UF Health recently placed 21st in Indeed.com's 2017 "Best Places to Work" ranking among U.S. hospitals and health systems.

The ranking is based on employee reviews written on Indeed, a popular search engine for job postings, between July 2015 and June 2017. Indeed curated 15 million reviews of U.S. companies.

UF Health, including UF Health Shands Hospital, is one of four in Florida to be ranked in the top 25.

"We're proud of our workforce and strive to make UF Health an inspiring and fulfilling place to come to work," said **Ed Jimenez**, UF Health Shands CEO. "Our faculty and staff's dedication shows in the high quality of care they continually provide to patients. We're all committed to do our very best for our patients each and every day we come to work."

Teaching hospitals were particularly well-represented in the Indeed ranking, led by top-ranked Massachusetts General Hospital.

Indeed said that among the things employees often cited in their reviews of the top 25 hospitals or health systems are a diverse workplace with top-tier research teams and ample opportunities for advancement.



UF HEALTH SHANDS | FINANCE+FUNDRAISING

## UF HEALTH SHANDS STAFF UNITE FOR A GREATER CAUSE

At UF Health Shands, we have a long history of helping address the needs of our neighbors, and each year, our employees also unite personally for this cause. With your help, our organization raised more than \$228,000 for the United Way of North Central Florida during our 2017 UF Health Shands UNITE campaign.

"The United Way committee greatly appreciates the work of the departmental team captains in making this year's campaign a success," said **Gayla Beach**, UF Health Shands Human Resources director and UF Health Shands 2017 UNITE Campaign chair. "The generosity of our employees continues to make a lasting impact on many families and individuals who have found themselves in need of help. Our affiliation with United Way is just one more way that the UF Health Shands family demonstrates our care for our community."

Your donation will help fund critical community-based programs that assist families and individuals in surrounding

communities. These partner agencies help impact education, financial stability and the health of many of our fellow North Central Florida residents. One of these agencies is our very own ElderCare of Alachua County, which supplies 53,000 meals annually to at-risk seniors in Alachua County. Other agencies include the Early Learning Coalition's School Readiness Services program, Peaceful Paths' Financial Literacy & Economic Empowerment program and Catholic Charities' Weekend Hunger Backpack program.

Although we have concluded our 2017 campaign, we encourage you to give back in other ways, such as volunteering to help an agency with a cause that matches your interests and passions. Visit [unitedwayncfl.org](http://unitedwayncfl.org) to learn more about the United Way of North Central Florida's partner agencies and how you can get involved. Thank you for uniting with us!



UF HEALTH HEART & VASCULAR AND UF HEALTH NEUROMEDICINE HOSPITALS | GROWTH+EXPANSION

## FACULTY AND STAFF WENT BEHIND THE SCENES

*Employees got VIP access to new hospitals prior to opening*

BY: NACUYA LEWIS

**T**hank you for attending our UF Health Heart & Vascular Hospital and UF Health Neuromedicine Hospital Open House Events! On Nov. 3, more than 4,000 of our faculty, staff, residents, volunteers and students visited our new hospitals. Participants enjoyed refreshments, a photo booth, entertainment provided by UF Health Shands Arts in Medicine musicians, gifts and a special appearance from Albert and Alberta.

From the XVIVO lung perfusion system to the neurosurgery ORs with intraoperative MRI, visitors got a behind-the-scenes

look at some of our newest equipment and technological advances. Guests were greeted by expert clinicians at tour stops who explained their programs and highlighted new resources.

Check out a few photos from the event. For more information about our new hospitals and updates on construction, renovation and improvement projects underway at UF Health, visit Blueprints on Bridge (under the “News & Events” tab). ■



*More than 4,000 UF Health faculty, staff, residents, volunteers and students visited our new hospitals during the open house events.*

UF HEALTH | HOSPITALITY + SERVICE

## HUDDLES CONTINUE TO TRANSFORM OUR CULTURE OF CARE



*Melody Thomas, UF Health Shands Hospital Admissions inpatient admissions coordinator*

At UF Health, we're constantly evolving and expanding, but what remains consistent is our patient-focused culture of care. Since launching in October 2015, Hospitality Huddles have had a significant impact on the way we interact with our patients, their families and our UF Health colleagues. Your feedback about Huddles helps the Hospitality & Service steering committee generate fresh ideas and address new topics.

Take a look below to find out what one UF Health employee is saying about her Huddles!

"The Hospitality & Service program '15-5 Rule' reiterates customer service, and that's what I love about it. The rule made me more aware of my surroundings. I think that's just a great

quality to have to be positive and smile. I think it makes a patient's day better when you do something as little as a smile. Our patients are going through a lot, so doing something small can brighten someone's day. I know when I'm walking down the hallways and someone smiles or says hello to me, I think, "Oh! That's so nice." So why wouldn't patients feel the same way when we do it to them?"

What's the "15-5 Rule"? If you pass within 15 feet of another person, acknowledge his or her presence with eye contact and a smile or other gesture that is welcoming, such as a nod. If you pass within five feet, add a friendly verbal greeting, such as "Hello" or "Good morning."

To share your thoughts, visit the Hospitality & Service Bridge site and select the "In Your Words" tab.



UF HEALTH | CARE+QUALITY

Jason, a guitarist from UF Health Shands Arts in Medicine, had a jam session with UF Health Shands Rehab Hospital spinal cord injury patient Mark Connelly.





UF HEALTH | EVENTS+ACTIVITIES

## START YOUR JOURNEY TO WHOLENESS WITH UF HEALTH INTEGRATIVE MEDICINE

UF Health Integrative Medicine is a patient-centered practice that combines modern medicine with traditional healing therapies, like massage and meditation, for a holistic approach to care. By understanding each patient's unique needs, the integrative medicine team considers all the physical, mental, spiritual and environmental influences when creating a plan to help a patient maintain optimal health and wellness.

A key component to the success of integrative medicine lies in the relationship between the practitioner and patient. Our expert team provides a comprehensive list of services to enhance your overall health:

- Chronic musculoskeletal pain relief program
- Integrative medicine physician consultation
- Massage
- Medical acupuncture
- Meditation and relaxation instruction
- Stress reduction
- Wellness coaching



Through personalized and supportive health care, UF Health Integrative Medicine is focused on understanding the root cause of health concerns and improving the whole body for long-term wellness. To learn more, please call 352-265-WELL (9355).

ELDERCARE OF ALACHUA COUNTY | EVENTS+ACTIVITIES

## FEB. 3: MOONLIGHT AND MARTINIS EVENT BENEFITS AL'Z PLACE

Enjoy an evening of great food, drinks and dancing at our annual Moonlight and Martinis gala.

From 7 p.m. to 11 p.m. on Saturday, Feb. 3, the Gainesville Mercedes-Benz Dealership will host the event to benefit Al'z Place, a local adult day care center

for seniors with Alzheimer's disease. Al'z Place provides seniors with therapeutic activities and exercises in a supervised setting.

Al'z Place relies on grants and donations to care for seniors with Alzheimer's disease. Support the program and

reserve your tickets today for an evening under the stars!

To purchase your tickets or learn more, please visit [moonlightandmartinis.org](http://moonlightandmartinis.org) or call 352-265-9040.