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UF HEALTH SHANDS | CARE+QUALITY

ADAPTING TO CHANGE: CEO ADDRESSES LEADERSHIP CHANGES

Quality care and hospitality remain top priorities

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 FSC LOGO

In a recent Management Forum meeting, UF Health Shands CEO Ed Jimenez talked about our two new interim executive leaders. See pages 22-25 for more information about the changes.

He spoke of **David R. Nelson, M.D.**, the director of the UF Clinical and Translational Science Institute and a UF College of Medicine professor and associate dean for clinical research, who recently assumed the role of interim senior vice president for health affairs at UF and president of UF Health.

"Dr. Nelson is a practicing physician as well as an internationally renowned researcher. He's especially known for game-changing science and setting national standards for hepatitis C therapy," Jimenez said. "He's an incredible leader who takes innovations out of the lab and applies them to patient care. He understands the academic research world as well as our clinical environment. He's going to be a great partner."

Nelson's achievements include more than \$80 million in research funding, more than 200 publications and multiple leadership positions, including his role representing the U.S. on the World Health Organization's genomic-guided hepatitis C therapy guidelines committee.

Jimenez also reflected on the appointment of interim College of Medicine dean **Adrian Tyndall, M.D., M.P.H., FACEP, FAAEM**, a UF College of Medicine professor and chair of

emergency medicine and physician-in-chief of UF Health emergency services.

"Meanwhile, Dr. Tyndall is a familiar colleague in our hospitals, as our emergency medicine and critical care center leader who many of you know and have worked with. You know his commitment to our patients and their families in crisis, and his dedication to our faculty, residents, nurses, care teams and support staff. He guides 53 emergency medicine faculty members and fellows and leads our Level 1 trauma center and four emergency rooms. You know Dr. Tyndall to be a skilled, conscientious and compassionate leader. We look forward to supporting him in his new interim dean position."

Jimenez reminds staff to be guided by "the bigger picture."

"When we have leadership changes, one thing that doesn't change is our obligation every day to take care of our patients and support each other. When a respected and trusted executive leaves, it can feel unsettling. But, the vision and mission of our organization isn't changing, and our calls to action are as strong as ever. Know that we're in great and capable hands with our executive team, and just stay focused on the great work you do delivering quality care, hospitality and service and support to each other." ■

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?



UF Health Shands CEO Ed Jimenez recently visited with some team members from UF Health Shands Human Resources Employment and Human Resources Development.

CEO **Ed Jimenez** shares information in each edition of News+Notes. You can also read posts from him and other executives on the Bridge homepage (Bridge.UFHealth.org) under “Leaders Online” and “Leadership Status Updates.”

At your monthly Management Forum meetings, you regularly update senior leaders about our affiliations and partnerships. Why are these relationships an important strategic priority for UF Health?

We look for opportunities to better serve patients and share the expertise, innovation and technology here at UF Health with other regional communities. By strengthening relationships with other health systems and providers, patients benefit from our combined resources. Florida's population is growing and aging. Planning ahead to establish these connections gives us pathways to address future demands for care.

How do we do this? Four ways: By expanding and improving referral relationships so patients with complex conditions can access the specialized care we provide at our academic health center. By developing new, shared clinical programs. By

introducing graduate medical partnerships that bring College of Medicine physicians into other communities. And by giving patients in other parts of the state more access to our clinical studies and health science research.


We can't solely rely on our stellar reputation and excellent outcomes — that's not enough. We have to plan carefully to meet Florida's health needs.

Please explain the affiliation agreement between UF Health Shands and Central Florida Health.

Central Florida Health includes Leesburg Regional Medical Center and The Villages® Regional Hospital. We get a lot of patients from Central Florida who come to Gainesville for our services. We have a great relationship with Central Florida Health. UF Health provides the full spectrum of stroke care to their patients when they need our expertise and technology. They transfer patients here, we provide vascular neurology consults 24/7 and we provide continuing medical education about stroke care.

This new venture allows us to take another step with Central Florida Health to benefit people in Lake, Sumter and Marion counties. We're looking to create a primary care physician training program at these two hospitals. Primary care doctors are in demand, and they usually establish practices close to where they got their training. We want our graduates to stay at hospitals in our network of affiliates. We train the best-of-the-best doctors and it's in our best interest to keep them in the family.

Central Florida Health currently offers health coverage through their own self-insured program. Now they will be offering incentives for their employees to preferentially use UF Health physicians, hospitals and facilities when they need services that cannot be provided by Central Florida Health.

We're excited to combine our talents and resources and to address industry challenges like ensuring our communities have enough great primary care physicians. We share the same goals as our colleagues at Central Florida Health. We just want to provide people with the best quality health care. 

HAVE A QUESTION FOR THE CEO? Please email him at jimedw@shands.ufl.edu or email Kim Rose, UF Health Communications director of strategic communications, at roseka@shands.ufl.edu.

UF HEALTH | CARE+QUALITY

CHILDREN'S HOSPITAL NATIONALLY RANKED IN SIX MEDICAL SPECIALTIES

Pediatric cardiology and heart surgery program ranked best in Florida

BY BILL LEVESQUE



UF Health Shands Children's Hospital once again ranked among the nation's best pediatric hospitals in six medical specialties for 2018-19, moving even higher in pediatric cardiology and heart surgery and in pulmonology, according to the Best Children's Hospitals rankings released by U.S. News & World Report.

The hospital ranked among the nation's elite in the same six specialties as it did a year ago. But UF Health's pediatric cardiology and heart surgery program moved up two places from last year to 19th nationwide, the highest-ranked specialty at UF Health Shands Children's Hospital. That also is a historically high ranking for the program.

Additional rankings included pulmonology, which moved up 11 spots from last year to 22nd, also a historically high ranking. The other ranked specialties were diabetes and endocrinology (27th), neonatology (39th), cancer (49th) and neurology and neurosurgery (50th).

"I take great pride in the tireless work by our physicians, nurses and staff whose excellence is reflected in these rankings," said **David S. Guzik, M.D., Ph.D.**, former senior vice president for health affairs at UF and president of UF Health. "Patients choose UF Health Shands Children's Hospital because they expect the best patient experience possible. They entrust us with the health of a loved one because they know we will do everything we can to deliver on that promise."



The hospital's pediatric cardiology and heart surgery program was the highest-rated in Florida for the third consecutive year. Also ranked highest in Florida were pulmonology and diabetes and endocrinology.

"The rankings by U.S. News & World Report confirm that UF Health Shands Children's Hospital continues to be viewed as one of the top children's hospitals in the country," said **Scott Rivkees, M.D.**, chair of the UF College of Medicine's department of pediatrics and physician-in-chief of the UF Health Shands Children's Hospital.

"We are especially gratified that several of our divisions have achieved even greater recognition than in the past. Most importantly, these rankings reflect our continued commitment to children and their families, who travel near and far to see us for our expert care," Rivkees said.

Mark Bleiweis, M.D., director of the UF Congenital Heart Center and the chief of congenital cardiothoracic surgery, said it was a great honor to once again see the pediatric cardiology and heart surgery program recognized for its excellence.

"The families who entrust their children to UF Health Shands Children's Hospital in their time of crisis expect the very best of us," Bleiweis said. "Our team of the country's leading specialists and researchers takes great pride in meeting and exceeding those expectations by utilizing the most innovative treatments and the latest research findings in our work. Our children's hospital continues to be one of the best in the nation because of our dedication to these most vulnerable of patients."

Michael Light, M.D., the chief of the UF Health Shands Children's Hospital pediatric pulmonary division, said his division's historically high ranking is a result of its robust growth in recent years.

"It has been a multidisciplinary team effort as we have expanded the pediatric pulmonary subspecialty areas," he said. "The program has solidified and come together quite significantly and we have an increased volume of patients, both inpatient and outpatient, as the

referrals come to our programs because our outstanding care is recognized."

Ed Jimenez, UF Health Shands CEO, said these rankings show a pediatric hospital performing highly and consistently on all levels.

"These rankings are a reflection of the hard work and dedication to excellence by our physicians, nurses and staff," Jimenez said. "Providing great health care begins and ends with them, and their commitment to our patients is why parents and others choose UF Health Shands Children's Hospital when a child faces a health challenge."

The U.S. News Best Children's Hospital rankings are compiled from clinical data and an annual reputational survey of pediatric specialists across the country who were asked where they would send the sickest children. Other factors that determine rankings include survival rates after surgery, adequacy of nurse staffing, procedure and patient volume and other information.

The rankings will be published in the U.S. News & World Report's "Best Hospitals 2018" guidebook, available on newsstands in September. 



UF HEALTH | GROWTH+EXPANSION

MEDICINE AT THE MALL: ACCESSIBLE AND ATTRACTIVE LOCATION FOR PATIENTS

UF Health to open specialty practices, outpatient surgical center at The Oaks Mall

BY DOUG BENNETT



Preliminary renderings of UF Health The Oaks





UF Health is riding the crest of a national trend of bringing leading-edge health care services closer to the community by opening three specialty practices at The Oaks Mall in Gainesville.

UF Health The Oaks will feature ophthalmology (vision), otolaryngology (ear, nose and throat) and audiology (hearing) services provided by UF faculty in the 139,000-square-foot former Sears space. The facility will also have an outpatient surgical center to support ophthalmology and otolaryngology procedures.

The mall is particularly attractive and exciting for several reasons.

“UF Health has many patients throughout the region, so finding an accessible location close to Interstate 75 was a priority,” said **Ed Jimenez**, UF Health Shands CEO. “The otolaryngology and ophthalmology programs needed clinical space befitting of their national prominence. Also, the site can be renovated and opened in a relatively short time.”

UF Health ophthalmology and otolaryngology services are relocating from the nearby UF Health Hampton Oaks and another site. Remodeling is expected to take about a year after Sears leaves the site later this year. The long-term lease agreement also includes 500 parking spaces adjacent to the facility.

“Everything we have done lately has been focused on bringing services closer to our patients,” Jimenez said. “Now, we are moving two practices with a strong national reputation into a location that is ideal for patients and their families.”

Placing medical facilities in the mall will provide an exceptional experience that is unique in the Gainesville area. It has ample parking and easy accessibility for both local and out-of-town residents. Dining and shopping opportunities abound, giving relatives and caregivers many things to do while they wait for patients undergoing treatment.

For patients, the new location keeps accomplished, dedicated physicians and innovative medicine close to home.

Physicians in UF Health’s otolaryngology practice have been recognized for expertise in all areas of their specialty, including

hearing, balance, nasal, sinus, allergy and facial disorders in both adults and children. The new practice will bring under one roof all practitioners for the cochlear implant program, which uses a “bionic ear” to restore hearing. Its radiology and lab services will provide a “one-stop” destination for ear, nose and throat care delivery. Also, UF Health otolaryngologists are working with the university’s research-focused Center for Smell and Taste on the UF Health Smell Disorders Program. This rare, new model pairs clinical care for smell disorders with the benefits of extensive research to better understand and develop treatments for these often vexing conditions.

UF Health has the only ophthalmology practice in the region that covers every subspecialty, including corneal transplants, pediatric ophthalmology, specialty contact lenses, refractive surgery and low-vision services. It also has state-of-the-art surgical and diagnostic equipment. Additionally, it is the only practice in the region to perform novel procedures such as “bionic eye” retinal implants, artificial corneas and miniature telescopes to improve vision loss caused by macular degeneration. UF ophthalmology has a world-renowned Vision Research Center, where the recently approved Luxturna gene therapy for childhood blindness was developed.

The debut of UF Health The Oaks will also bring changes to other UF Health facilities. The eye practices at the UF Health Medical Plaza and at Hampton Oaks will be consolidated at the new Oaks Mall location, freeing up Medical Plaza space for other services.

The move also allows the practices to expand and grow, raising the prospects for future job growth. Nearly 70 employees in the UF Health ophthalmology and ear, nose and throat practices will move to the new location.

“Bringing health care to a longtime community gathering spot is a special opportunity,” said **Marvin A. Dewar, M.D.**, CEO and chief medical officer of UF Health Physicians and a senior associate dean of the UF College of Medicine. “The location nicely complements our other two main campuses in Gainesville — the UF Health campus on Archer Road and the multispecialty practice sites at Springhill.” ■



UF HEALTH | CARE+QUALITY

THE POWER OF TOGETHER

Celebrating Dr. Guzick's legacy at UF Health

In one of his earliest messages shortly after he arrived in 2009, David S. Guzick M.D., Ph.D., commented that the synergies of an integrated academic health center can only be fully realized if we work together.



The then newly minted senior vice president for health affairs at UF and president of what we now know as UF Health cited Andrew Carnegie, who once said that “teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”

From those early days through a nine-year tenure that has left a legacy of unprecedented progress, Guzick worked to mobilize faculty, staff and students to align the mission, vision, values and finances of our health colleges, research centers and institutes and hospitals, while simultaneously drawing the academic health center even closer to the university as a whole. He wrote that he embraced this philosophy “because I truly believe it’s the key to success for all of us partnering in this process. So I’m sure you’re wondering: Where do we go from here, and how do we get there? We focus on connection and communication. We support transparency. We craft a shared vision together.”

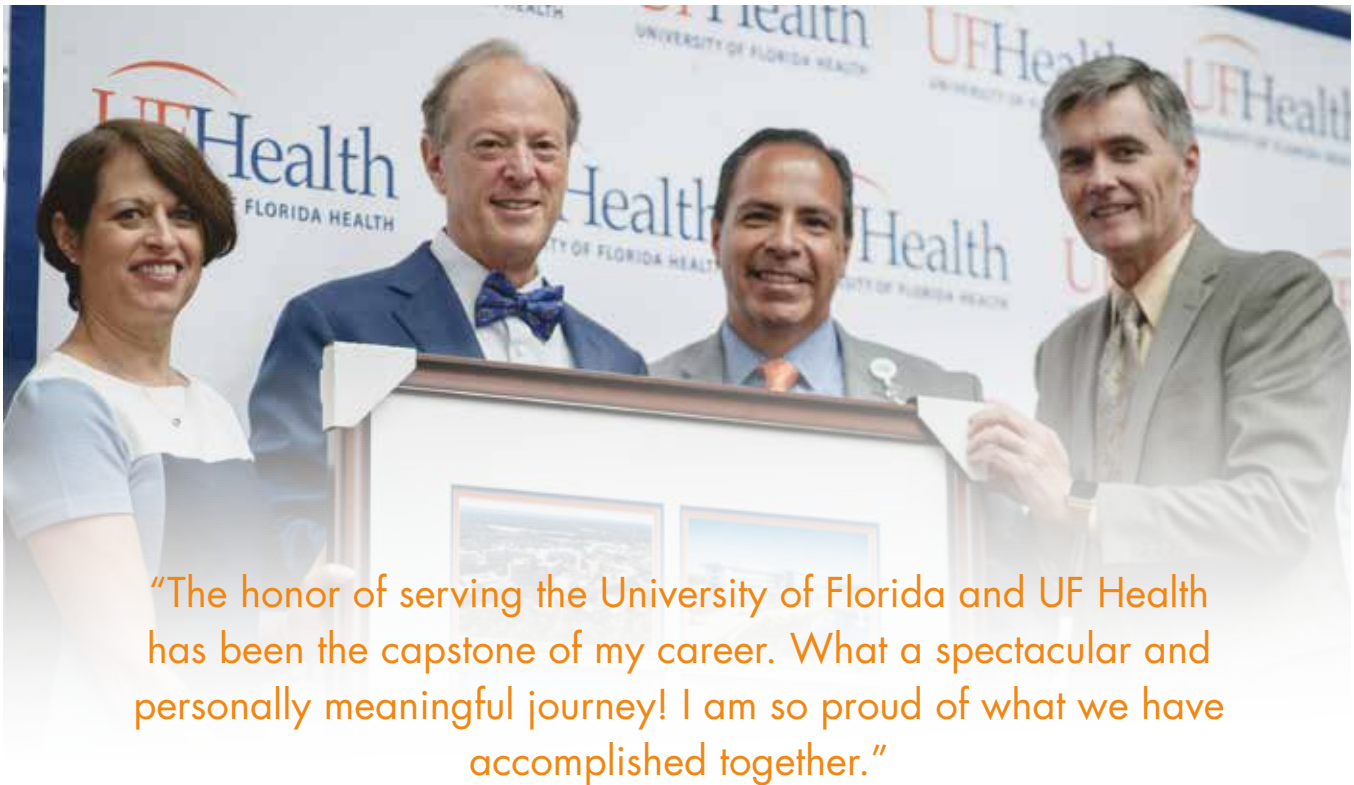
Our shared mission has always been to deliver high-quality, safe patient care; conduct innovative health science research; and educate health professionals while supporting community health. Guzick was a catalyst for a new unified approach to fuel this virtuous circle. He established integrated and cohesive governance of health affairs for UF and led the creation of new, unified strategic plans to guide decision-making. These cohesive five-year plans, with the inaugural “Forward Together” and then “The Power of Together,” and the metamorphosis of the organization from UF&Shands to

UF Health, drove major accomplishments along the path that supported UF to become a Top 10 public university as he led us to move medicine forward.

As our executive leader, Guzick’s transformational leadership directed us through rapid and progressive change, with collaboration, teamwork and “unstoppable momentum” as guiding forces. He reinforced our passion: to put our patients and community at the center of all we do and ensure Quality is Job 1. He took our approach to translating scientific discovery into clinical advances to another level. And he led us to start with the ideal patient experience as our goal and work from that to galvanize faculty, staff, residents, students and volunteers to see the academic health system as a symbiotic whole to inspire the work we do.

Here at UF Health Shands, the hospital system’s clinical care purpose and the College of Medicine and health science center colleges’ research and education missions became more cohesive than ever. Nine years later, we are a robust, competitive and thriving hospital system that is a vital component of the university. Our statewide programs and affiliations ensure our expertise reaches the people who need our help most and supports our missions to care, teach and innovate.

We honor Guzick for his vision and leadership and look forward to seeing him around campus in his professorial bow tie as he continues to support our unstoppable momentum.



“The honor of serving the University of Florida and UF Health has been the capstone of my career. What a spectacular and personally meaningful journey! I am so proud of what we have accomplished together.”

**— DAVID S. GUZICK, M.D., PH.D.,
FORMER UF SENIOR VICE PRESIDENT OF HEALTH AFFAIRS AND UF HEALTH PRESIDENT**

“Dr. Guzick’s leadership over the past nine years has been transformative. He has created a culture of excellence and defined a vision for the future that has inspired our entire university. Rather than settling for regional excellence, he has led UF Health toward national leadership in research, education and patient care. With two beautiful new hospitals, record NIH funding and rapidly increasing numbers of faculty and staff colleagues, Dr. Guzick has given UF Health both the wings and the wind to soar.”

— KENT FUCHS, PH.D., PRESIDENT, UF

“When I joined UF Health, Dr. Guzick had been at the helm of UF Health for a year. I saw his tenacity to drive the academic health center forward, pressing us to make each day better than the day before. Throughout his tenure, he galvanized our focus around quality care and put patients first in every decision. He united faculty and staff and has been a visionary for progressive growth and innovation. With UF now in the Top 10 among public universities, Dr. Guzick’s leadership has been a key factor in that success.”

— ED JIMENEZ, CEO, UF HEALTH SHANDS

“Transformational leaders change people and their organizations and their cultures in significant and profound and long-lasting ways. From Forward Together to our subsequent Power of Together strategic plan, Dr. Guzick’s transformational leadership has built the ‘unstoppable momentum’ he referenced early on, and created a now indelible inflection point in our UF history. He has most certainly positioned UF Health for ongoing success.”

**— MICHAEL GOOD, M.D., FORMER DEAN,
UF COLLEGE OF MEDICINE**

“Dr. Guzick created an environment focused on collaboration and taking advantage of the unique aspects of UF, the six health colleges, the UF Health Shands family of hospitals and UF Health Jacksonville, to make us greater than the sum of our parts. Whether it was in research collaboration, interdisciplinary education or clinical practice, the attitude around collaboration is simply different than it was prior to 2009. And for those of us who served under him, we have all benefited from his thoughtful mentoring and aspirational views of what we might become.”

**— JULIE A. JOHNSON, PHARM.D., DEAN,
UF COLLEGE OF PHARMACY**

"Dr. Guzik's contributions to the development of PHHP have been enormous. He helped define our identity and mission, highlighting research as an area where we would seek to make a major mark on the national scene, coupled with the breadth and diversity of our academic programs that range from bachelor's to doctoral degrees and span both public health and the health professions. He stressed the importance of metrics to measure success and return on investment, and he highlighted the value of interdisciplinary collaborations in achieving our goals. Moreover, he provided both moral and tangible support to help us secure the resources needed to accomplish our mission."

— **MICHAEL G. PERRI, PH.D., DEAN, UF COLLEGE OF PUBLIC HEALTH AND HEALTH PROFESSIONS**

"Dr. Guzik pushed UF Self-Insurance Program staff to share staff talents more broadly with peer-reviewed publications, as well as at national and international presentations, which now total over 50 professional liability-related journals and conferences. The UF Health program has become a national model, extending its benefits beyond the boundaries of UF Health to providers and patients more globally. This is a tribute to Dr. Guzik's deep conviction that sharing knowledge within the global health care community inevitably improves quality and enhances patient experience. Without hesitation these giant achievements would not have been achieved with Dr. Guzik's vision, leadership and unwavering dedication to UF Health patients and providers."

— **RANDALL C. JENKINS, ESQ., PRESIDENT, HEALTHCARE EDUCATION INSURANCE CO. AND ADMINISTRATOR, SELF-INSURANCE PROGRAMS, UF**

"Dr. Guzik has truly transformed the culture of our organization. He ensured that we achieved our goals by consistently refocusing our attention to the things that matter most, by encouraging each individual he interacted with to perform to the best of their ability, and celebrated both our collective and individual successes with equal vigor. I have been honored to have Dr. Guzik mentor me in the past, and I look forward to continuing that relationship in the new phase of his career in the future."

— **ELIZABETH B. RUSZCZYK, J.D., CIPP, C.H.C., CHRC, CPC-A, CHIEF PRIVACY OFFICER, UF; VICE PRESIDENT OF COMPLIANCE AND PRIVACY, UF HEALTH SHANDS**

"Dr. Guzik set out a compelling case for the need to invest and achieve excellence in clinical quality and operations in order to attain academic and clinical preeminence. He also understood the barriers we would face and had a practical sense of the complexities of caring for highly complex patients, especially in financially uncertain times. Because of this, he had a very clear vision of the need to integrate UF Health Shands and the Health Science Center in order to succeed. Following the goals set out by 'The Power of Together' under his lead, which laid the foundation for making Quality Job 1, it was clear to us as a system that the linkage to preeminence and strength of patient care was ensuring clinicians, trainees, scientists and administrators worked together to deliver excellent patient care."

— **ERIC ROSENBERG, M.D., INTERIM CHIEF QUALITY OFFICER, UF HEALTH SHANDS; ASSOCIATE CHIEF MEDICAL OFFICER, UF HEALTH SHANDS; AND CHIEF OF GENERAL INTERNAL MEDICINE, UF COLLEGE OF MEDICINE**

"How can one adequately sum up the contributions Dr. Guzik has made during his tenure here at UF Health? Like the title of his column, he got us all 'On the Same Page.' From his first days on the job, it was clear he placed great value on communicating effectively. He understood the importance of letting everyone know not just what was happening but why. He used data to back up his points. But he also was inspirational, with every communication cloaked in what we could all do for a goal greater than ourselves. 'A big part of getting from us and them to we is communication,' he once wrote. I couldn't agree more. And amid all the progress, as we've moved medicine forward with a bold new vision for UF Health, he's done just that, admirably."

— **MELANIE FRIDL ROSS, M.S.J., E.L.S., CHIEF COMMUNICATIONS OFFICER, UF HEALTH**

"I have spent 42 years at UF Health — for almost 20 of those years, I served as chair of the department of neurosurgery. Under David Guzik's guidance, UF Health has grown at a record pace, clinically and academically. He has fostered a remarkable improvement in our culture of patient quality and safety. I admire him and hold him in the highest regard. He will be extraordinarily difficult to replace."

— **WILLIAM A. FRIEDMAN, M.D., PROFESSOR AND FORMER CHAIR, UF DEPARTMENT OF NEUROSURGERY**

UF HEALTH | GROWTH+EXPANSION

EXPANDING TO MEET COMMUNITY NEEDS

New UF Health Springhill location adds services

BY ALISHA KATZ



“The newest 72,000-square-foot building is adjacent to UF Health Springhill off 39th Avenue. It allows UF Health to expand primary care offerings in a place that is easily accessible for patients.”

— LAURA GRUBER, UF HEALTH
PHYSICIANS ADMINISTRATION
SENIOR DIRECTOR

At UF Health, we constantly strive to keep pace with the growing health care needs of our community. It's why we opened another medical facility in Northwest Gainesville at UF Health Springhill.

The newest 72,000-square-foot building is adjacent to UF Health Springhill off 39th Avenue. It allows UF Health to expand primary care offerings in a place that is easily accessible for patients, said **Laura Gruber**, UF Health Physicians administration senior director. The facility is home to the following specialties: child psychiatry, allergy, family medicine, psychology, integrative medicine, internal medicine, lab services, pain medicine, pharmacy and senior care.

“We strive to deliver the best clinical care and service to our patients. This beautiful new site will allow us to do that, in a comfortable, patient-centered location,” Gruber said. “The specialty services supplement our ability to serve many health needs in one convenient location.”

Some UF Health practices — including family medicine, integrative medicine, allergy and pharmacy — are moving to the new building from spaces leased in other parts of Gainesville. UF Health internal medicine and senior care have opened a new practice at the Springhill location in addition to their current locations. Other practices, including child psychiatry and psychology, as well as the medical lab, are moving from the original Springhill buildings into the new adjacent space.


Brad Pollitt, A.I.A., UF Health Shands Facilities vice president, said

sustainability is a major focus of UF Health construction projects. A number of systems, including special insulated and energy reflective windows, high-efficiency lights and demand airflow with carbon dioxide monitoring, will work simultaneously to decrease the consumption of power and fossil fuels while optimizing utility consumption.

Variable refrigerant flow technology cools the space while providing free heating to other areas of the building. When it's closed for business, the building technology sustains optimal temperature and humidity levels. Meanwhile, the building has a welcoming atmosphere for visitors and staff.

Pollitt said, “Patient wayfinding is enhanced with natural lighting and patient satisfaction is supported with views to the outside. Easy access to the building is provided by good visibility from the street, valet service and close parking options. And the interior design and décor make it a great place to come for care and to come for work.”

The new outpatient pharmacy and clinical laboratory as well as the allergy, internal medicine and integrative medicine practices on the new building's first floor opened to patients on Aug. 6. The family medicine and pain management practices on the second floor opened their doors on Aug. 13, followed by the psychology and child psychiatry practices on the third floor on Aug. 20.

You can visit Blueprints on Bridge (under the “News & Events” tab) to learn about our growth and expansion and visit UFHealth.org/Springhill to learn more about this new facility. 

UF HEALTH | CARE+QUALITY

WHEN ONE DOOR CLOSSES, ANOTHER DOOR OPENS

Pharmacy and Lab services vacate Ayers Medical Plaza

BY RACHEL RIVERA

Our two UF Health Shands outpatient ancillary services at Ayers Medical Plaza on Southwest 2nd Avenue — the UF Health Shands Pharmacy and UF Health Shands Laboratory — have vacated that location following careful assessment.

The UF Health Shands Laboratory at Ayers closed in June. The team there had seen fewer patients for blood draws throughout the years. Meanwhile, the outpatient lab at the original UF Health Springhill building relocated to the new adjacent Springhill building that opened on Aug. 6. UF Health Shands also has three other outpatient lab locations, including two on our Archer Road campus.

“We appreciate the loyalty of the patients whom we’ve served here at Ayers,” said **Mary Reeves**, UF Health Shands Clinical Lab operations director. “Closing a lab is never easy, but we look forward to serving patients in our other locations throughout Gainesville.”


Meanwhile, the UF Health Shands Pharmacy at Ayers closed on Aug. 1. It began operation at the new UF Health Springhill building on Aug. 6.

UF Health Shands provides pharmaceutical services for patients of our hospitals and clinics as well as the Gainesville community. The Springhill pharmacy location makes it the first retail pharmacy on the northwest side of town. Patients will continue to receive the same services that were offered at the Ayers location. Prescription mail service, the most-used service at Ayers, will continue for employees at over 30 off-site locations.

“This move will hopefully be an opportunity to not only serve patients at the two UF Health Springhill locations, but also UF Health Springhill Emergency Center patients as well,” said **Kara Berasi**, UF Health Shands Pharmacy ambulatory pharmacy services assistant director.

Transferring prescriptions to any of our pharmacies is easy.

“Whether it’s transferring from another UF Health Shands pharmacy or an outside pharmacy, a patient simply has to call and ask for a transfer to the new location,” Berasi said. “We’ll handle the rest!”

Note: UF Health Springhill is located at 4037 NW 86th Terrace. The new building, which opened in early August, is a 72,000-square-foot facility adjacent to the current UF Health Springhill building. The Springhill facilities house a variety of UF Health Physicians specialty practices and UF Health Shands outpatient services. (See page 12 for more details about the UF Health Springhill expansion.) 

With the Ayers move and closure, take a look at our other locations through Gainesville for pharmacy and lab services.

UF HEALTH PHARMACY GAINESVILLE LOCATIONS

- UF Health Pharmacy — UF Health Shands Hospital
- UF Health Pharmacy — UF Health Shands Cancer Hospital
- UF Health Pharmacy — UF Health Medical Plaza

UF HEALTH LABORATORY GAINESVILLE LOCATIONS

- UF Health Medical Lab — UF Health Shands Hospital
- UF Health Medical Lab — UF Health Medical Plaza
- UF Health Medical Lab — UF Health Springhill
- UF Health Medical Lab — Rocky Point

UF HEALTH | CARE+QUALITY

OUR NURSING PROGRAMS EARN FOURTH-CONSECUTIVE MAGNET DESIGNATION

Top honor for nursing profession, only 41 hospitals have four in a row

BY NACUYA RUCKER



Our UF Health Shands hospitals and programs have earned a fourth-consecutive Magnet designation from the American Nurse's Credentialing Center. This is the nursing profession's most prestigious national honor for excellence and only 41 health care organizations have received four consecutive Magnet designations. With just 8 percent of U.S. hospitals (out of about 5,500) earning the Magnet tribute, it's the ultimate "gold standard" measure of nursing achievement.

This is tremendous recognition for our nursing teams and clinical staff led by **Irene Alexaitis, D.N.P., R.N., NEA-BC**, UF Health Shands Hospital chief nursing officer and Nursing and Patient Services vice president.

"This accomplishment is a tribute to the highly skilled, knowledgeable and caring nurses and staff," Alexaitis said. "Our patient care teams are dedicated to achieving excellent outcomes through continued professional growth and development. I am extremely honored to work alongside such a committed team of professional nurses."

UF Health Shands CEO **Ed Jimenez** said, "Hospitals and nursing programs that earn the Magnet seal are recognized among the best worldwide. Irene and our nursing staff achieve the highest standards of patient care and exceptional nursing practice and we are so proud of their commitment and accomplishments."

The ANCC is a subsidiary of the American Nurses Association, and its Magnet Recognition Program features hospitals that provide the best in nursing care and a supportive professional nursing environment. Magnet designation is a benchmark measure that assures patients and consumers the recipients have met stringent quantitative and qualitative standards that define the quality of nursing practices and clinical care.

The application process includes comprehensive written documentation validated by site visits. The ANCC survey team visited UF Health Shands facilities in April and was impressed by the high standards of nursing practice, focus on

quality care and patient-centeredness across our Nursing and Patient Services division.

According to the ANCC, "The Magnet Recognition Program provides a roadmap to nursing excellence, which benefits the whole of an organization." This is true as our patients, their loved ones and our workforce benefit from collaborating with such a talented team of nursing care professionals.

Alexaitis and Jimenez also recognized **Mary Beasley, B.S.N., R.N., NE-BC**, UF Health Shands Hospital Nursing and Patient Services co-director of Magnet programs and special projects, and her team for their dedicated leadership.

"Magnet designation reflects consistent commitment over time to our patients and our nursing practice," Alexaitis added. "Preparing to showcase our work to the ANCC site visit team takes a great effort and energy from our leadership team to galvanize our staff. We thank everyone who contributed to this wonderful event." ■

UF HEALTH | RESEARCH+DISCOVERY

LAB NOTES

Check out recent research developments at UF Health

NEW TECHNIQUE ALLOWS FOR **EARLIER DETECTION** OF FAULTY, REPEATING GENETIC SEQUENCES

UF Health researchers have found a way to detect faulty, repeating genetic sequences much sooner with a blood test. Key to the findings are introns, a part of genes generally not involved in protein formation. In one type of inherited form of ALS and other so-called repeat expansion disorders, mutant introns that are normally removed before protein production get left behind. For some of these disorders, the lingering mutant introns can be readily detected in tissue and white blood cells — creating a rapid and inexpensive way to detect repeat expansion disorders, the researchers found. ■

GENE THERAPY IMPROVES DAY-LIGHT VISION, COLOR VISION DEFICIENCIES IN ANIMAL MODEL

For people with blue cone monochromacy, the world is blurry, colorless and uncomfortably bright. UF Health researchers have used a gene therapy to restore visual functions to affected cone photoreceptor cells during tests in mice. The disease is caused by defective genes that affect red and green cone photoreceptors in the retina, leaving patients with only blue color receptors. Researchers used an adeno-associated virus to deliver human genes into mutant mouse retinas. The treatment restored cone electroretinography in up to 70 percent of the mice with normal vision.

LONG-TERM USE OF PROTON PUMP INHIBITORS RAISES RISKS FOR CYSTIC FIBROSIS PATIENTS

Long-term use of a class of drugs that suppress stomach acid is linked to a higher risk of hospitalization for cystic fibrosis patients, who are widely prescribed the medications, according to UF Health researchers. The study looked at acid-suppressive drugs called proton pump inhibitors, or PPIs, which are used to treat reflux, heartburn, ulcers and other conditions. A review of the medical history of 114 patients found those using the PPIs long term were more often hospitalized for complications of the disease than those patients not on the drugs.

UF HEALTH | GROWTH+EXPANSION

NEXT STEPS ANNOUNCED FOR OUR REHAB HOSPITAL WITH SELECT MEDICAL

Rehab colleagues will be our new neighbors on Archer Road

BY KIM ROSE



Marina Cecchini

Our rehab hospital colleagues will likely be on the move Jan. 8, 2019, when plans call for them to relocate to a newly renovated larger building to support their patient care and future growth.

The announcement came on June 13, when UF Health Shands CEO **Ed Jimenez** and UF Health Shands Rehab Hospital CEO/Administrator **Marina Cecchini** co-hosted employee town hall meetings with Select Medical corporate and

regional executives. The rehab hospital began its collaboration in 2016 with Select Medical, which operates 25 rehab hospitals, including the renowned Kessler Institute for Rehabilitation.

After the January move, the new rehab hospital will be an independent entity managed by Select Medical. However, leaders are giving staff plenty of time to settle in, learn how Select Medical works, get immersed into its culture and adapt to operational changes. Instead of immediately switching employers, the UF Health Shands-employed rehab staff will have two years before becoming Select Medical team members. During that time, pay and opportunities for raises, paid time off, benefits and pension will remain unchanged.

“The work you do here for rehab patients is as good as any in the nation. You deliver outstanding results for the people in your care, and your programs should be recognized among the best,” Jimenez told staff. “With Select Medical’s expertise, you’ll benefit from investments in clinical programs, infrastructure and resources in addition to research and education programs.”

There will be just a few exceptions regarding the employment timeframe: The rehab hospital will employ its management team. Beginning in January, several current rehab hospital

leaders will make an early switch to be employed by the rehab hospital for the two-year duration. In addition, the rehab hospital will recruit other management positions as it separates from the shared administrative infrastructure with UF Health Shands Psychiatric Hospital.

Upgraded amenities will better match the rehab and physical medicine providers’ expertise and quality care. The new rehab hospital will open with 50 licensed beds (compared with its current 40 beds) with long-term capacity for 60 beds. Plans for research, a residency program and continued education and training opportunities will help move it deservedly into the top tier of rehab hospitals, Jimenez said.

Cecchini emphasized the compatible cultures at both Select Medical and UF Health Shands. She became a Select Medical employee last year, after having led our rehab hospital for 17 years.

She said, “Select Medical’s focus on rehabilitation provides a great opportunity for best-practice program development and staff education, which will benefit our rehab hospital. A compatibility of mission, vision and values that prioritizes quality outcomes for patients, safety for patient and staff, engaged employees and goal achievement make this a great collaboration. I look forward to the new heights the rehab hospital will achieve.”

Select Medical Vice President **Ted Bolcavage** added, “Our priorities are clearly defined: First, to keep our patients and each other safe and to deliver an exceptional patient and staff experience. Only then do we focus on annual business goals. People come first.”

The Archer Road building, into which the rehab hospital will move, housed the Select Specialty Hospital – Gainesville. This long-term acute care hospital relocated on Aug. 14 as a hospital-within-a-hospital on the fifth floor of UF Health Shands Hospital. It will remain independently managed and operated by Select Medical as a resource for patients referred from hospitals throughout the area.

“We are excited about these next steps in our collaboration with Select Medical to improve post-acute and rehabilitation care for people throughout North Central Florida,” Jimenez said. “We’re addressing community needs now and planning for the future. We appreciate all the staff who are part of these plans and look forward to what’s ahead.” ■

UF HEALTH | AWARDS+KUDOS

UF HEALTH SHANDS EARNS NATIONAL AWARD FOR OPERATING ROOM ENVIRONMENTAL INNOVATION

In recognition of standard-setting innovation and environmental stewardship, UF Health Shands has earned a 2018 Greening the OR Recognition Award from Practice Greenhealth, an organization dedicated to environmental sustainability in health care.

Fifty-seven U.S. hospitals received the honor at this spring's Practice Greenhealth Environmental Excellence Awards Gala.

Operating rooms are large contributors to a health care facility's environmental footprint, creating opportunity for significant cost savings and sustainability improvements. The award recognizes the facility demonstrating the most success in reducing the environmental impact of its surgical suites.

"We are committed to environmentally sound health care and to ensuring the well-being and safety of our patients, staff and community," said UF Health Shands CEO **Ed Jimenez**. "We are proud to be recognized among the nation's leaders in driving the greening of ORs across the country."



Among the sustainable practices at UF Health are the use of reusable versus disposable medical devices, intravenous drug waste reduction, narcotic waste management, waste anesthetic gas reduction and engaging staff and leadership in health care pollution prevention.

Lauren Berkow, M.D., UF College of Medicine associate professor of neuroanesthesiology and member of the UF Sustainability Committee said, "We are committed to reducing the environmental impact in the operating room. As new members of Practice Greenhealth, we're honored to receive a Greening the OR Recognition Award this year."

UF HEALTH | AWARDS+KUDOS

UF HEALTH SHANDS MAKES BECKER'S 100 GREAT HOSPITALS IN AMERICA LIST

UF Health Shands was recently named on the Becker's Healthcare 2018 list of 100 Great Hospitals in America.

The organizations included are nationally recognized for excellence in clinical care, patient outcomes and staff and physician satisfaction, as well as patient satisfaction and industry innovation, according to Becker's.

"Our physicians and hospital staff are passionate about delivering the best possible medical care and results for our patients. Their skill, dedication and compassionate service is at the heart of all our accomplishments and continual progress," said UF Health Shands CEO **Ed Jimenez**.

To be included among those recognized, Becker's looks at the hospitals' rankings in U.S. News & World Report Best Hospitals listings and their nationally reported patient outcomes data.

UF Health Shands is also included in Becker's 2018 Top Places to Work in Healthcare for supporting workforce diversity, staff engagement and professional growth. In addition to having multiple adult and pediatric specialties included among the nation's best in the U.S. News & World Report Best Hospitals and Best Children's Hospitals rankings, UF Health Shands has had four consecutive Magnet designations from the American Nurses Credentialing Center, the nursing profession's top honor for quality patient care and nursing practice.

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

Visit beckershospitalreview.com/lists/100-great-hospitals-in-america-2018.html for the full listing.

UF HEALTH | CARE+QUALITY

ROLL UP YOUR SLEEVES AND GET VACCINATED

Get vaccinated by Oct. 30 or opt out and wear a mask in patient areas

BY RACHEL RIVERA



Don't surrender to the flu.

Let's test your flu knowledge! How long can someone carry the influenza virus before showing any symptoms? Is it 2 hours? 8 hours? 12 hours? 24 hours? The answer may surprise you. But first, we'd like to have a quick refresher on what the flu is, symptoms of the flu and why it's important to get vaccinated this year.

WHAT IS INFLUENZA (THE FLU)?

According to the CDC, influenza is a contagious respiratory illness caused by influenza viruses that infect the nose, throat and sometimes the lungs. It can cause mild to severe illness, and at times, can lead to death. The best way to prevent the flu is by getting a flu vaccine each year.

WHAT ARE THE SYMPTOMS OF FLU?

"Influenza is a little bit different from a lot of other upper respiratory infections because it often comes on very suddenly," said **Nicole Iovine, M.D., Ph.D.**, hospital epidemiologist for UF Health Shands Hospital and UF College of Medicine associate professor of infectious disease and global medicine. "People sometimes say 'I was feeling fine, but then after lunch I had the chills, shakes and I felt terrible.' That's pretty characteristic of influenza infection."

"People who even have a little bit of a slower onset will often times get worse quite rapidly, and that's pretty different than the common cold," Iovine said.

Other symptoms of flu include fatigue, coughing, sneezing, runny or stuffy nose and fever. You may also experience body aches, headaches, nausea and vomiting.

WHY SHOULD I GET VACCINATED?

Influenza remains one of the leading causes of death in the U.S. and is particularly dangerous for patients more susceptible to serious flu illness, including babies, young children, seniors and people with certain chronic health conditions. We have a responsibility to protect our patients, visitors and each other by making sure we are immunized against the flu.

So back to the original question — A person can carry the flu virus for 24 hours without showing any symptoms. That means for an entire day, you could potentially pass the flu on to your patients, visitors or another co-worker without knowing until it's too late. Because of this, getting a flu vaccination is the most effective way to prevent the flu.

We saw record numbers of positive flu cases last year at UF Health, so now more than ever, it is important to take action and get your flu vaccination.

"By getting vaccinated, you not only protect yourself, but you protect our patients and visitors in our hospitals and outpatient programs," said **Irene Alexaitis, D.N.P., R.N., NEA-BC**, UF Health Shands Hospital chief nursing officer and Nursing and Patient Services vice president. "After facing a challenging flu season last year, it is important to take all necessary precautions in order to prevent that from occurring again. Getting your flu shot is the first step." ■

**FOR MORE INFORMATION VISIT
BRIDGE.UFHEALTH.ORG/FLU OR
SHCC.UFL.EDU/FLU.**

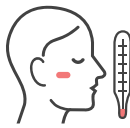




Dry cough



Chills



Fever



Runny nose



Headache



Muscle aches

Flu vaccination

Getting your flu vaccination at UF Health is easy. Beginning Sept. 5, the following workers are eligible for a no-cost flu shot — no appointment needed — through UF Health Shands Occupational Health, or OHS, located at UF Health Shands Hospital, Room 1004:

- UF Health Shands employees and volunteers
- UF Health Physicians employees
- UF College of Medicine faculty, physicians, residents and fellows
- Credentialed ARNPs
- Credentialed physician assistants
- Credentialed medical staff

**ID BADGE
REQUIRED TO
RECEIVE
FLU SHOT**

In September and October, OHS will co-host several flu vaccination events with the UF Student Health Care Center in the UF Health Shands Hospital Atrium, Room 1205 in the UF Health Shands Cancer Hospital, and the UF Health Heart & Vascular and Neuromedicine hospitals lobby, adjacent to the information desk. Staff members are encouraged to take advantage of the opportunity to be vaccinated at one of these events. At co-hosted events, all UF College of Medicine faculty, staff and students can also receive a no-cost flu vaccination with an ID badge and insurance card.

OHS will also provide flu vaccinations at dozens of satellite locations. See a calendar of flu vaccination events on Flu Central at Bridge.UFHealth.org/flu.

If you belong to one of the groups listed and choose to get a flu vaccination from a provider outside UF Health or UF, you'll be asked to provide documentation of proof of vaccination to obtain a vaccination sticker for your ID badge.

Beginning Oct. 31, those who choose to opt out of receiving the vaccination for medical, religious or personal reasons will be required to follow a formal opt-out process and wear a mask in patient care areas.

Visit Flu Central at Bridge.UFHealth.org/flu to see a calendar of flu vaccination events.

UF HEALTH SHANDS | CARE+QUALITY

BLACK HATS, BOLD UNIFORMS AND BIG SMILES

Security team goes above and beyond for customer service

BY NACUYA A. RUCKER



Members of the UF Health Shands Security team help keep staff and visitors safe.

Our hospital system security officers are often some of the first people that our patients, their families and staff see as they enter our UF Health Shands Archer Road buildings. Their uniforms are noticeable, but they're often best known for their friendly greetings and supportive actions. Although they work as security officers, **Gussie Boatwright**, UF Health Shands Security operations manager, refers to her team as “customer service agents.”

“Our security staff members have compassion for what they do and the people they serve,” Boatwright said. “We do almost anything we’re asked to do within reason, and our officers are never hesitant to jump into a situation where they can help.”

If you thumbed through May’s Customer Service is Key edition of News+Notes, you may have read about **Jeremy Clark**, a UF Health Shands Security officer who assisted a fellow employee who had worked through Hurricane Irma by pulling her 50-pound suitcase up the parking garage stairs. This story is just one of numerous CSK nominations and heartfelt comments we receive about our security team members.

A common face on site is **Lionel Tatro**, UF Health Shands Security supervisor. The 29-year Security staffer says that every day is different. He and his team strive to create a positive experience and believe that everyone who walks through the doors — from patients to staff — are customers.

“We openly greet everyone that comes in as if they’re a friend. The uniforms can be intimidating, but once you ask, ‘Can I help you?’ it creates a bond,” Tatro said.

Tatro is one of eight Security supervisors on our Archer Road properties and each guides five to six officers who monitor our hospitals 24/7. They respond to a wide array of calls varying from conflict resolution management to unlocking doors to escorting staff to vehicles at night.

UF Health Shands Security is just a phone call away, and urgent requests can be made by calling 352-265-0911. For non-urgent or routine requests, call 352-265-0111. For more information, visit the UF Health Shands Facilities site on Bridge at Bridge.UFHealth.org/shands-facilities and then select “Safety, Security and External Transportation” under the “About” tab. ➦

UF HEALTH PROTECT APP — SAFETY AT YOUR FINGERTIPS

UF Health Protect is a free, user-friendly personal safety app for UF Health faculty, staff and students. It offers intuitive navigation to quickly connect users with an assortment of digital safety tools. Features include campus maps, tip reporting, shuttle tracking, emergency contacts, friend walk, staff resources and more. To download, search any app store for “UF Health Protect.”



TOP THREE SAFETY TIPS

- **Never leave behind your ID badge, lab coat or other identifying items in common spaces.**
- **Use the buddy system when walking to the garage at night. Check out the friend walk feature on the UF Health Protect app.**
- **Lock your computers and desk drawers when leaving your desk.**

UF HEALTH SHANDS | CARE+QUALITY

CELEBRATING OUR REHAB SUPERSTARS

Two outstanding UF Health Shands employees share their stories

BY LEAH HARMS



KRISTIN DUFFIELD, O.T.
UF HEALTH SHANDS REHAB HOSPITAL

WHAT'S YOUR FAVORITE PART ABOUT BEING AN OCCUPATIONAL THERAPIST?

I absolutely love working with people, and being an occupational therapist lets me do that every day. I love getting to see people overcome difficult circumstances, get stronger and more independent, and potentially go back home and get back to doing the things that they need and want to do.

WHAT'S SOMETHING YOU WANT YOUR PATIENTS TO KNOW ABOUT YOU?

I love being active in any way possible! Going to the gym, playing sports, canoeing and hiking are all activities that keep me in shape for this very physically demanding job.

WHY DID YOU GET INTO OCCUPATIONAL THERAPY?

I had changed up my career goals multiple times and I began to realize that health care and working with people was my calling. I looked into several options and thought that occupational therapy was the best match for me. I get to work with individuals with different backgrounds and circumstances, be creative and work on a team to help people get better. Occupational therapy helps people be independent — it's amazingly fulfilling!

HOW DO YOU HOPE TO HELP SHAPE THE FIELD OF OCCUPATIONAL THERAPY?

As a newer therapist, I like to think that I bring a fresh perspective to my field. It is important to me that my interventions be evidence-based and centered on my patients' interests and important goals. I have a lot of energy and drive toward being the best therapist I can be.




LUDO DE WOLF, P.T.
UF HEALTH REHAB CENTER AT THE MEDICAL PLAZA

WHAT'S YOUR FAVORITE PART ABOUT BEING A PHYSICAL THERAPIST?

Having the time to listen to a patient's history and bond with them, checking out their movement patterns and trying to figure out the underlying cause of their impairments or pain are the things I love about my job.

WHAT'S SOMETHING YOU WANT YOUR PATIENTS TO KNOW?

Wherever you are hurting is probably not where the problem lies. It is probably a sign that your physical structure is being overstressed because other parts of the body are not being recruited properly. 

*Sept. 16-22 is National
Rehabilitation Awareness Week*

Each September, rehab employees are honored across the U.S. during National Rehabilitation Awareness Week. From musculoskeletal issues, to joint pain and stroke — they're the cheerleaders for recovery. Learn more about the rehab field profession from two of our UF Health Shands rehab therapists.



UF HEALTH | CARE+QUALITY

QUICKENING THE PACE: NELSON NAMED INTERIM SENIOR VP FOR HEALTH AFFAIRS

David R. Nelson not content to be caretaker in new role

BY BILL LEVESQUE



The journey that led to the appointment of **David R. Nelson, M.D.**, as interim leader of UF Health began, in a sense, with a young man's busted knee.

Dartmouth College. Freshman year. Nelson intended to major in chemical engineering. But his real dream was soccer. He was good enough that he aspired to one day play for the U.S. Olympic team.

But then he suffered a serious knee injury in a scrimmage. Suddenly, Nelson needed a new ambition. He knew he wouldn't find it in chemistry, which, in truth, he hated. The student dean

suggested Nelson just take a new class that looked interesting on a subject he had never before considered.

Nelson's selection: introduction to the neurosciences. He was hooked. The course ignited a passion for medicine. "Life happens," Nelson said, "when you're least expecting it."

Nelson's career path has taken what he views as another unexpected turn with his recent appointment as the interim senior vice president for health affairs and president of UF Health, succeeding **David S. Guzick, M.D., Ph.D.**, who stepped down July 1.

Nelson had been serving as a professor in the UF College of Medicine and as assistant vice president for research and director of the Clinical and Translational Science Institute, or CTSI.

"I had never even thought about medicine until sitting in a hospital with all my other dreams dashed and thinking, 'Oh, my gosh. What am I going to do?'" Nelson said. "And just like this new position, sometimes out of the chaos comes opportunity and purpose."

His medical career has proven more successful and fulfilling than that youth with the dashed dreams could ever have imagined.

Nelson, whose two sons were born at UF Health Shands Hospital, has spent 25 years working in UF's academic health center. After earning his medical degree from SUNY Upstate University in Syracuse, N.Y., Nelson's career at UF Health began with fellowship training in gastroenterology and hepatology.

Nelson's research has generated about \$30 million in funding and he is the author of more than 200 publications.

While a loss in leadership is challenging for any institution, Nelson said, "There are a lot of good people sitting in the background who are able and willing to step up if empowered."

He isn't going it alone. Nelson said Guzick has been a close mentor who, along with **Michael L. Good, M.D.**, who recently stepped down as the dean of the UF College of Medicine, will be key resources he can still tap.

UF HEALTH SHANDS | CARE+QUALITY

ROSENBERG NAMED INTERIM CHIEF QUALITY OFFICER

*CQO will provide strategic direction
for quality and safety*

BY RACHEL RIVERA

Nelson said his new position is more than placeholder.

"This is a critical period for UF Health," Nelson said. "Typically, an interim role would be a caretaker, somebody to just keep the lights on and keep things stable. The mandate that I've been given from UF President **Kent Fuchs** is that we need to continue to keep the academic health center and its research mission moving forward. To sit still for a year or two is unacceptable."

Nelson spent his first weeks meeting with leaders in UF Health, including key division and department chairs on both the clinical and research side of the health system, to "give them the message that this institution is not standing still."

One priority, for example, will be trying to speed the translation of research to improved patient care, an area where Nelson has experience as the leader of the CTSI. The goal is to shorten the average 17 years it takes to translate research findings into patient care advances.

"We're gathering both the health care and research groups together and we'll be targeting areas where we think we can really capitalize and move the translation piece very quickly," he said.

UF Health Shands CEO **Ed Jimenez** said that focus on translational research is one reason Nelson is well-positioned to lead UF Health.

"Dr. Nelson will be a positive transitional leader," Jimenez said. "He has focused much of his career on bringing discovery to the bedside and clearly understands the important link between science and patient care, something that is crucial for a robust academic health center. I'm eager to support him and I know he's eager to keep UF Health moving forward."

One request that Nelson made as he was offered his new role was that he continue to see patients in clinic once a week.

Nelson added, "I'm always a doctor first. And I'll never give that up." ■



Eric Rosenberg, M.D., has been named interim chief quality officer for UF Health Shands hospitals and associated programs. Rosenberg is also an associate chief medical officer of UF Health Shands and is the UF College of Medicine chief of the division of general internal medicine. He has a long history of dedication to quality improvement in the College of Medicine department of medicine and the institution as a whole.

As interim chief quality officer, Rosenberg will help advance critical quality outcomes for the hospitals and outpatient departments. He will work closely with UF Health Shands executive leaders, nursing and operations teams and with the UF College of Medicine clinical faculty. As part of the UF Health Sebastian Ferrero Office of Clinical Quality and Patient Safety, he will collaborate with the staff in Clinical Risk Management, Quality & Accreditation, Patient Experience and Quality Analytics. ■

UF HEALTH | CARE+QUALITY

TYNDALL APPOINTED INTERIM DEAN, UF COLLEGE OF MEDICINE

Emergency Medicine chair has spent more than a decade at UF

BY DOUGLAS BENNETT



Adrian Tyndall, M.D., M.P.H., FACEP, FAAEM, a 12-year veteran of the UF faculty and UF College of Medicine professor and chair of emergency medicine and UF Health physician-in-chief of emergency services, was named interim dean of the college on July 30. He was appointed by **David R. Nelson, M.D.**, UF interim senior vice president for health affairs at and UF Health president, with support from key leaders, faculty members and UF President **Kent Fuchs**.

Tyndall joined the UF faculty in 2006 and became chair of the department of emergency medicine in 2008. His oversight includes the UF Health Shands E.R. and UF Health Shands Trauma Center, the UF Health Shands Pediatric E.R. and our two freestanding emergency centers at Springhill and Kanapaha. In his emergency medicine role, he oversees 53 faculty members and fellows, one of the largest destination emergency medicine residency training programs in the state

of Florida and care involving more than 120,000 emergency patient visits annually.

“Dr. Tyndall has demonstrated outstanding leadership in his tenure here at the university’s academic health center,” Nelson said. “He has worked hard to create a culture of excellence and inclusivity, with a commitment to the highest-quality care possible as we aim to achieve world-class outcomes and a great patient experience for all who seek our help.”

Tyndall completed his undergraduate studies at the George Washington University with concentrations in chemistry, music and zoology. He is a graduate of the University of Maryland School of Medicine and completed his residency in emergency medicine at the University of Maryland Medical Center and the R Adams Cowley Shock Trauma Center. He has a master’s degree in health services management and health policy from Columbia University in New York.

Tyndall has held faculty appointments at the Weill Medical College of Cornell University and at the State University of New York Health Sciences Center in Brooklyn and was a residency program director in emergency medicine before moving to Florida.

He has served on the board of directors of UF Health Shands for four consecutive terms and has been a longstanding elected member of the UF Health Shands Medical Executive Committee. He currently serves on the board of directors and is the president-elect of the Florida College of Emergency Physicians. He is a member-at-large of the board of trustees of the Society for Academic Emergency Medicine Foundation. He was also named a 2018-2019 fellow of the Council of Deans of the Association of American Medical Colleges.

He said, “I look forward to working with our exceptional group of department chairs and leaders at the UF College of Medicine and UF Health Shands to ensure that our faculty, students and staff are supported in their work to help improve the health of our patients and communities.” ■



DR. MICHAEL GOOD: IN HIS OWN WORDS

After more than three decades at UF, the dean is heading west

EDITOR'S NOTE: UF COLLEGE OF MEDICINE DEAN MICHAEL L. GOOD, M.D., BID FAREWELL TO HIS COLLEAGUES AND THE UNIVERSITY OF FLORIDA COMMUNITY WITH A HEARTFELT LETTER ON JULY 3. HERE ARE EXCERPTS FROM THAT LETTER.

Dear Friends,

I write to share news that later this fall, Danette and I will move to Salt Lake City, Utah, where I will join the faculty of the University of Utah as senior vice president for Health Sciences, dean of the School of Medicine and chief executive officer of University of Utah Health.

Transitions are bittersweet. The University of Florida and Gainesville have shaped our lives for over 34 years since we arrived here in the summer of 1984 to begin training in anesthesiology. We take so many wonderful memories with us. We have had the opportunity to connect with so many gifted and compassionate individuals, working together every day to improve the lives of patients, students, communities and one another.

During the past 10 years while serving as your dean, we have advanced excellence in each of our missions. Because of your tremendous compassion, skill and expertise, patients and their families drive by and fly over other health care providers to receive care from you at UF Health. Clinical growth has been robust, with ambulatory practice visits, hospital admissions, surgical procedures and emergency department visits all increasing 70 percent or more. Significant improvements have been achieved in quality of care and patient safety. Over the past decade, we have built and activated many new primary care offices, multispecialty care centers, freestanding emergency rooms and hospital bed towers. Our second Springhill facility has opened its doors; new clinical space at the Oaks Mall and a new facility for Movement Disorders are coming in 2019.

Together in 2016, we celebrated the 60th anniversary of the founding of the UF College of Medicine and memorialized our impressive legacy of innovation and collaboration in a commemorative history book. I now look forward to using that volume to help me remember all the wonderful people who have blessed our lives and the many shared experiences of the past three and a half decades.

I know this announcement comes at a time when many of you are concerned about the path forward, as decisions now need to be made about two pivotal senior leadership roles. Together we have accomplished so much. Yet I am truly confident you will achieve even more in the months and years ahead. Our shared values and vision — hardwired into who we are here at UF Health — will endure and will propel this fine academic health center forward anew. The momentum you've built will continue because of your lasting commitment to our patients, our students and each other, and because this great university, which recognizes the importance of our missions and respects what we've collectively accomplished, will ensure it does.

For each of us, the path of life takes many twists and turns, some anticipated, some not. It is always difficult to select a new trail when the current one has been so reliable and fulfilling. But personal and professional growth are often found on new trails, and so from time to time, it is important to avail oneself of a new opportunity. As we embark on our new journey to the west, we take with us our many Florida friendships and fond memories of the special people that make the University of Florida a very special place. There is much we will miss, but never forget.

— Mike and Danette Good

UF HEALTH | CARE+QUALITY

MEDICAL RESIDENT GETS A SMALL TASTE OF FOOD SERVICES BY SHADOWING TEAM

Food service plays important role in patient experience

BY NACUYA A. RUCKER



(From left) Dexter Godbolt, UF Health Shands Food and Nutrition Services supervisor, takes Freddie Hogan, UF College of Medicine internal medicine resident, on a tour of the supply storage area.

“Alright, let’s grab a hair net!” Those were some of the first words spoken to an eager **Freddie Hogan**, a UF College of Medicine internal medicine resident shadowing the members of the UF Health Shands Food and Nutrition Services department. Hogan took an interprofessional teamwork assignment and chose to spend the day learning about the inner workings of the team that ensures inpatients are nourished and follow the right dietary plans.

Hogan’s interest in the department peaked during his daily walks through UF Health Shands Hospital hallways, where he passed by the kitchen. After months of quietly watching the team in action, he was excited to get a behind-the-scenes look.

“I would see the workers diligently preparing meals and had an interest in what really goes into feeding all of our patients

with sometimes strikingly different needs,” Hogan said.

Dexter Godbolt, UF Health Shands Food and Nutrition Services supervisor, led Hogan for the day and showed him the intricate details of what makes the department run. The two started with a tour of the kitchen, reviewing how the team receives patient information, such as diets and allergies, and creates appropriate meal plans.

Hogan immediately could tell that Godbolt was passionate about his work and knows that it plays a major role in our patients’ experience.

“Food is like a prescription, and I look at what I do as medicine,” Godbolt said. “We’re consistently monitoring their diet changes and catering to their needs.”

After the tour, Hogan embarked on his first “menu round,” where they visited Godbolt’s patients on a nursing unit. As Godbolt spoke to each one, Hogan witnessed how diet and menu options can greatly affect a patient’s experience. Godbolt knows every dietary plan and advises patients on what they can choose as options based on their limitations. If a patient has a diet restriction, Godbolt suggests multiple alternatives and collaborates with them to ensure they receive appropriate meals they can also enjoy.

Right before lunch rush, the two joined a Food and Nutrition Services staff meeting. What began as a discussion about purée and mechanical soft diets quickly led to a brainstorm session about ways to improve the patient experience. One person spoke about the importance of patients knowing all available soft food options, another talked about which items were the most popular and how they could make further improvements. Hogan sensed the pride among the team and their passion for cultivating customer satisfaction.

Hogan recalls how **Patrick Modriskey**, UF Health Shands Food and Nutrition Services executive chef, said, “We don’t stop there. If the patients want something — and it’s realistic and we can do it — we will make it happen.”

Hogan and Godbolt have a lot in common. Godbolt began his career at UF Health Shands as a catering associate. Hogan is also no stranger to the food service industry, as he worked as a server, dishwasher and prep cook prior to his career as an engineer and medical student. That experience made him keenly aware that there are multiple components of the team making things happen at every level. Godbolt shares the same sentiments and believes that regardless of what department we are in, we’re all here for the same reason — to support our patients.




(From left) Freddie Hogan and Dexter Godbolt review dietary plans and menu options.

When Hogan’s shadow day ended, he left with a deeper understanding of the work that the team does — and newfound friendships.

He said, “In the future, if I ever have concerns about patient dietary needs, I have an extra thing in my toolbox and some friends in the kitchen that can help out my patients.”

“We all play a role in saving lives,” Godbolt said.

“This was a great experience and I hope more will come to understand what we do, our process and all the intricate parts that make up our department.” 

*“Food is like a prescription,
and I look at what I do as
medicine.”*

– DEXTER GODBOLT

UF HEALTH PHYSICIANS | CARE+QUALITY

BIGGEST CATCH AWARD RECIPIENT'S ATTENTION ENSURED PATIENT SAFETY

Three-person safety check prevented possible error

BY EMILY DUBEC-HUNTER



UF Health Shands recognizes Great Catch Awards and UF Health Physicians recognizes Biggest Catch Awards to honor staff whose attention and response help avoid medical errors and contribute to patient safety.

Team members from the UF Health Shands Infusion Center celebrated the Biggest Catch. (From left) Barbra Pesata, R.N., M.S.N., O.C.N., UF Health Shands Infusion Center nurse manager; Kelly Owens, R.N., B.S.N., Biggest Catch recipient; and Michele Scavone-Stone, M.Ed., UF Health Shands Infusion Center ambulatory care unit manager.

In a field as precise as nursing, adhering to standardized workflows and processes plays a huge role in patient safety. Being thorough when completing a routine check can have lifesaving effects.

This became evident when a patient arrived for treatment at UF Health Medical Oncology at the Davis Cancer Pavilion having received an incorrect identification band. Before any medications were administered, **Kelly Owens, R.N., B.S.N.**, a nurse in the UF Health Shands Infusion Center, recognized that the wrong ID band had been provided. She immediately corrected the situation and her efforts garnered her the UF Health Physicians Biggest Catch Award for that quarter.

The infusion center recently revised its patient ID banding process to include a three-person safety check. The ID band, which includes a patient's basic information and medical record number, is first checked when the patient receives the armband at the front desk. The second check is in triage before the patient is brought to a nurse, who performs another check.

"With this situation, the first and second checks failed, but the additional check saved the patient from receiving the wrong chemotherapy," said **Barbra Pesata, R.N., M.S.N., O.C.N.**, nurse

manager for the UF Health Medical Oncology Clinic and the UF Health Shands Infusion Center.

Pesata said that although errors like this are few and far between, the clinic is excited to see that the new process worked and that Owens followed through on the correct workflow to ensure quality and safety at UF Health.

"Kelly's actions exemplified her unwavering commitment to quality and safe patient care," said **Elizabeth Brown, D.H.A., M.A.**, UF Health Physicians Clinical Quality and Education liaison.

The UF Health Physicians Quality and Safety Group recognizes deserving providers and staff across the health care system with the Biggest Catch Award on a quarterly basis, acknowledging them for their outstanding dedication to patient safety and quality care.

"It is excellent that Kelly takes the time to make sure patient safety is first before doing anything else," Pesata said. "She's an outstanding nurse that works hard every day, and we're very excited she is getting recognized for the work she does on a daily basis." ■

UF HEALTH | EVENTS+ACTIVITIES

WELLNESS AND YOU – LIVING A HEALTHIER LIFESTYLE

Reminder to redeem your points by Nov. 30

Attention UF Health Shands benefits-eligible employees/Wellness program participants —

As you may recall, UF-UF Health Wellness program participants can complete wellness activities to earn 300 points, which can be spent in an online shopping experience. Points must be earned by Sept. 30 and redeemed by Nov. 30. Participants must complete several required activities to earn the 300 points. These include receiving a biometric screening, completing your online health assessment, getting a flu vaccination and confirming your tobacco-free status or the completion of a tobacco cessation course.

Gifts you redeem from these incentives are added as an earning and are subject to taxable income.

New this year: Employee points earned at this past spring's Wellness event have been updated. You can now redeem your wellness points immediately upon earning 300 points instead of waiting until the end of November.

How do you redeem your points? Better You Strides is our new wellness platform online through Florida Blue. All users must create an account this year. If you have not completed this step, there are several ways to access the platform.

Using a computer:

- GatorCare subscribers: Log in to your floridablue.com account, navigate to the Better You Strides section on the right side of the homepage and create your account.
- Benefits-eligible employees who waive health insurance: Visit floridablue.com/betteryoustrides and click "Register Now" to create your account.


Using a mobile device:

- Download the CaféWell mobile app. Click "Register Now" and follow the instructions to set up your account.

Sponsor Code:

- GatorCare subscribers: Use [betteryoustrides](#)
- Benefits-eligible employees who waive health insurance: Use [betteryou](#)

If you have already created your account, be sure to log in and review your points. Once you have 300 points, you may click "Redeem" to shop and choose your incentive. You can select merchandise and/or a gift card to one of the featured gift card vendors.

If you are a GatorCare subscriber and missed the biometric screening at our Spring Wellness event, you may complete this required screening at a Quest Lab. 



For additional details, go to the Better You Strides website at gatorcare.org/betteryou or contact the UF Health Shands Human Resources Benefits office at 352-265-0043.

KNOW THE RISKS. SPOT THE SIGNS. ACT FAST.

Get ahead of sepsis this September

BY KATRINA CICCARELLI MCAFEE

Fall is a time for learning as students of all ages go back to school. So let's educate our staff, patients and their families about the signs and symptoms of sepsis during Sepsis Awareness Month in September.

First, what is sepsis? It is an illness or complication in which the body has a severe overwhelming response to infection. Time is the enemy for patients with sepsis, as their bodies are mounting a massive, life-threatening response to infection that can destroy tissue and damage organs in a matter of minutes. Every two minutes, someone in the U.S. dies from sepsis — that's more than deaths from prostate cancer, breast cancer and AIDS combined. With a little education, we can all help prevent sepsis before it starts.

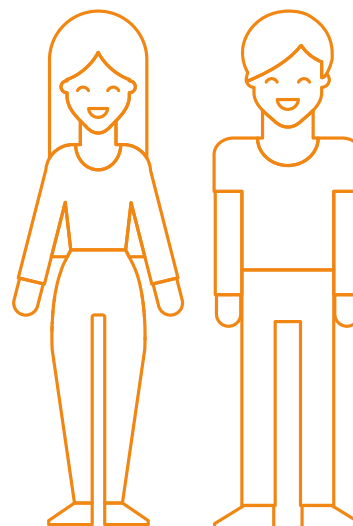
Stay alert for adults or children who have had an infection — any patient with an infection can become septic — and exhibit any of these severe symptoms. Recognition and a fast response are crucial.

Get vaccinated against the flu, pneumonia and other infections that could lead to sepsis to help reduce the risk. Prevent infections by cleaning scrapes and wounds and practicing good hygiene (e.g., hand washing, bathing regularly). Follow all infection control requirements while in the hospital. Be aware that seniors over age 65, premature infants, children younger than 12 months and patients with weakened immune systems and chronic, serious illnesses are the most at risk for sepsis. ICU patients and patients who have recently had surgery or suffered trauma also are at risk.

Finally, if you see these signs following infection or illness, ask yourself, "Could it be sepsis?" and seek immediate medical attention. **+**

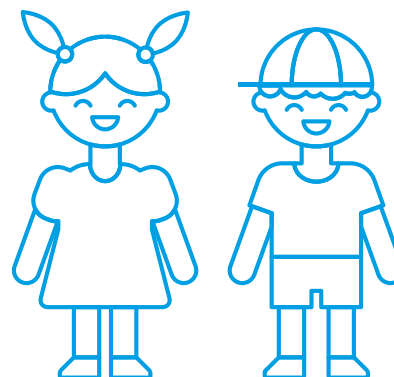
SYMPTOMS OF SEPSIS IN ADULTS:

- Chills
- Confusion
- Fever
- Light-headedness
- Elevated heart rate
- Shaking
- Skin rash



SYMPTOMS OF SEPSIS IN CHILDREN:

- Fussy
- Sleepy
- Fever
- Cold hands and feet
- Elevated heart rate
- Decreased appetite/eating
- Decreased urination





UF HEALTH SHANDS CHILDREN'S HOSPITAL | CARE+QUALITY

CRANES FOR A CURE HONOR YOUNG PATIENTS

UF Health Shands Children's Hospital ranks among the Top-50 children's hospitals in the nation for pediatric cancer care, according to U.S. News & World Report. We have one of the largest pediatric hematology and oncology inpatient units in the Southeast and our physicians and nurses are devoted to providing compassionate, leading-edge care for children with cancer.

More than half of children with cancer can be cured. Our physicians are focused on delivering innovative treatment plans, specializing in leukemia, lymphoma, brain tumors, solid tumors, non-malignant hematology, late effects and stem cell/bone marrow transplants.

Our physicians are devoted to conducting research to prevent and cure childhood and adolescent cancer through scientific discovery. They also work on multidisciplinary teams with researchers throughout the UF campus, who provide extensive experience in many areas of prevention, diagnosis and treatment.

During September, we remember the approximately 1,100 children who will pass away from childhood cancers in the U.S. this year with origami cranes displayed in the UF Health Shands Children's Hospital Sebastian Ferrero Atrium. While cancer incidence rates have slowly increased in children and adolescents each year since 1975, death rates have continued to decline. Even with the declining death rates, childhood cancer is still the second most common cause of death among children in the United States, according to the American Cancer Society.

The cranes are provided by Joey's Wings, a nonprofit charity established in the memory of Joey Xu, who passed away in 2014 from a rare form of kidney cancer.



UF HEALTH | AWARDS+KUDOS

OUR SOCIAL RESPONSIBILITY

UF Health Shands Children's Hospital is using social media in a way that truly benefits young patients and their families. In recognition of the work that goes into keeping the public informed and staying in touch with families, GraduateNursingEDU.org ranked UF Health Shands No. 60 in the nation among the 100 Most Social Media Friendly Children's Hospitals of 2018.

Visit GraduateNursingEDU.org/100mostsocialmediafriendlychildrenshospitals to learn more.

TO DO



UF HEALTH | HOSPITALITY+SERVICE

HUNGRY? NEW RESOURCE HIGHLIGHTS OUR MANY DINING OPTIONS

This summer, we developed our new UF Health Shands Food & Beverage Options handout, making it easier for patients, visitors and staff to locate eateries in our UF Health Archer Road facilities. From salad bars and sushi to Tex-Mex and smoothies, the two-sided resource displays details you'll need to help decide what's for breakfast, lunch or dinner.

The front lists all dining options, hours of operation and cuisine styles. The back displays a map of our Archer Road facilities – UF Health Shands Hospital, UF Health

Shands Cancer Hospital, UF Health Heart & Vascular and Neuromedicine hospitals, UF Health Medical Plaza and the 1329 Building – and highlights the location of each dining option.

You can view and print the handout from the Bridge, under the "Employee Services" tab and "Cafeteria Menus" link. Patients and visitors can go online at UFHealth.org and search "Meals and Dining Options." Or stop by a nursing station or Guest Services Desk to request a hard copy.

UF HEALTH | EVENTS+ACTIVITIES

AMERICAN CANCER SOCIETY RELAY FOR LIFE

The Gainesville walk to end cancer saw more than 100 UF Health physicians, staff and researchers participate this year. Wearing bright orange UF Health Cancer Center shirts, teams hosted games, served cotton candy and walked through the evening to raise money to support the Relay for Life at Depot Park in April.

Overall, the event raised \$43,000 to support cancer research and patient care programs in our community.

Interested in participating as a UF Health team next year? Contact team captain **Tori Adams** at adtori@shands.ufl.edu for more information.

