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2018

YEAR IN REVIEW

UF HEALTH SHANDS | CARE+QUALITY

Q&A WITH THE CEO – ED JIMENEZ

Getting to know the CEO

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(L-R) The Jimenez family — Andrew, Sydney, Ed, Jen and Alex.

News+Notes is written for staff who provide and support patient care in our hospital system. UF Health Shands CEO **Ed Jimenez** answers questions in each edition. For the new year, we got a bit more personal to share what makes him tick.

You like to share things that inspire you. What are you reading right now?

Well, a book I just re-read and has re-ignited a fire inside of me, and is a book that I want all staff to care about, is "Josie's Story." It reminds me how quickly life can be altered based on communication and decision-making in health care. It's always very relevant. It explores the space between personal accountability and empowerment. How do we get people to feel empowered beyond the job they're accountable for?

For each of us to feel so invested that we're compelled to always follow through, avert problems and prevent crises. The book digs deep. I recommend it.

("Josie's Story: A Mother's Inspiring Crusade to Make Medical Care Safe" is by Sorrell King. King's 18-month-old died from a medication error at Johns Hopkins Hospital and she and her husband started the Josie King Foundation and became national advocates for patient safety.)

Do you have a favorite quote?

I'm a fan of Jim Valvano, or Jimmy V, who was a famous basketball player, coach and broadcast personality. (Jimenez has a Jimmy V quote on his office wall.) He battled cancer and talked about not giving up and how to get where you want to be and achieving goals. Last



FSC LOGO

fall, ESPN celebrated Jimmy V week right around the time our local community lost our former CEO John Ives. Reflecting on both men, the question struck me: “How do you want to be remembered?” We may contemplate on things like being remembered as a caring person, a loving person ... I think we all want that, and may think of it with the people closest to us. But at UF Health Shands, we’re serving about 900 patients a day in our hospitals, for example. We have a chance to make individual people’s lives better with our passion and commitment. We may take care of dozens of heart patients in a day, but to each family that is their “one” heart patient we’re caring for. When we remember that each patient is someone’s special “one,” it drives us to do wonderful things.

What characteristics do you appreciate in others?

Selflessness, humility and conversational capabilities.

Now let’s talk about your home life. TV and movies — what do you watch?

Well ... over the holiday season, it was nonstop Hallmark channel, thanks to my two daughters and wife. Nonstop. What can you do? [Laughs.] Personally, I really enjoy TV and movies that touch on real events. I love insights about historic icons. I re-watch “Lincoln” (starring Daniel Day Lewis, directed by Steven Spielberg) a couple of times a year. And the movie “JFK” (starring Kevin Costner, directed by Oliver Stone) seems to be rerun all the time on TV, and I keep seeing bits of that. My wife, Jennifer, and I also liked “Narcos,” based on real-life drug lords. I like “Apollo 13” (about the space program), “Band of Brothers” (a war drama) and “Miracle” (about the U.S. men’s ice hockey team). The facts may be sensationalized to a degree, but I find these interesting.

Where do you like to eat?

We order out pretty often, and when we do so it’s typically Italian, pizza or Chinese food. When we go out with the kids, stops of ours include Blaze, Chipotle or Metro Diner. Mojo BBQ and Embers

are on our list, too. I have a weekend preference that reminds me of my youth. My mom was a nurse and worked many weekends. So on Sundays, after my dad and I went to church, we often would go out to breakfast. I still like to go out to breakfast Sundays with the family.

Tell us about your kids!

Jen and I have three kids. Sydney is 18 and a freshman at UF. It was an adjustment for us last fall. She’s loving college and doing well in school in the UF honors program and in the Delta Gamma sorority. She wants to be an accounting major.

Alexandra (Alex) is 15 and a high school sophomore. She’s into lacrosse and her friends. She loves to travel and she’s a navigational whiz wherever we go. She wants to be a physician.

Andrew is 13. He knows all his sisters’ friends and he’s confident. He’s Charles in Charge, the prince of the castle. He’s very athletic, he plays golf and lacrosse.

My mother-in-law is great and lives here and we see her all the time.

Jen, as some people know, went to middle school (Westwood) and high school (Eastside) here in Gainesville.

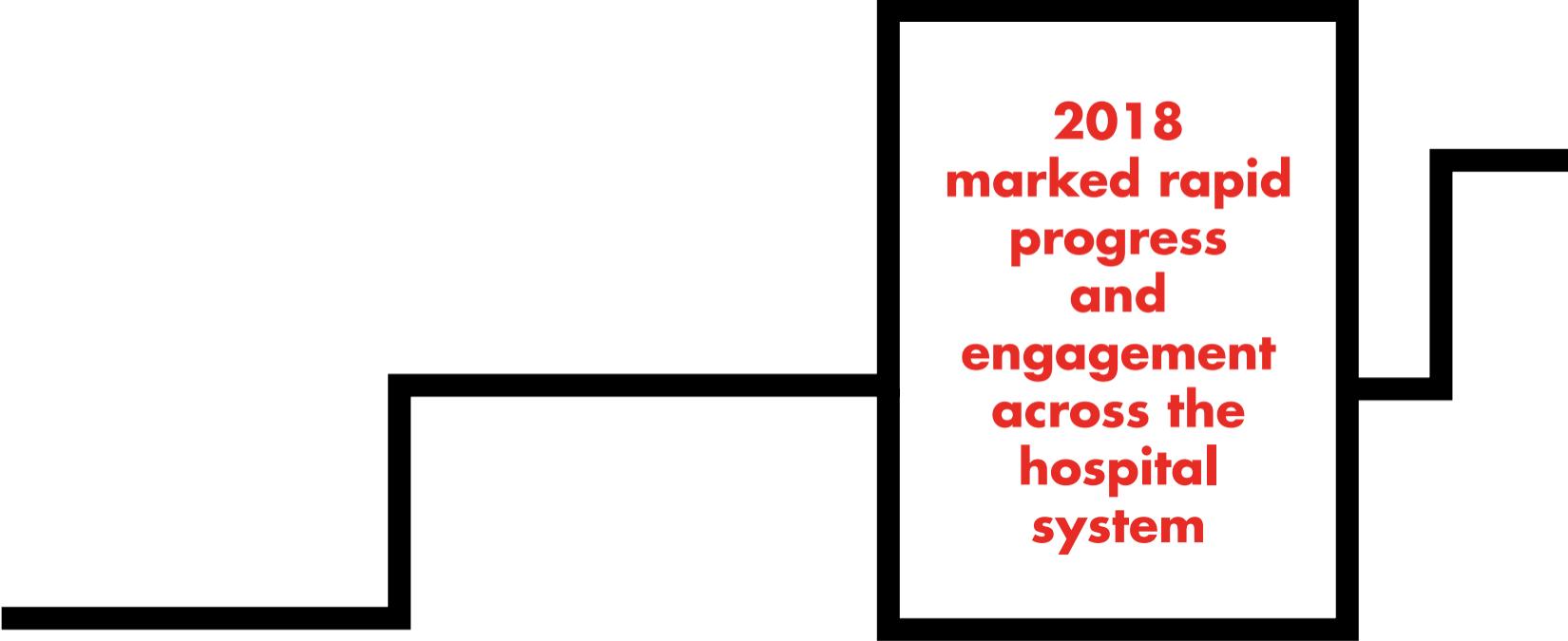
Anything else?

Don’t forget our two dogs: Bosco (named after my high school, Don Bosco Prep) and Lola. They’re Portuguese water dogs. 🐾

HAVE A QUESTION FOR THE CEO? Email Kim Rose, director of strategic communications with UF Health Communications, at roseka@shands.ufl.edu and she’ll share your question with Ed Jimenez for an upcoming CEO column.

2018


YEAR IN REVIEW
BY ED JIMENEZ + KIM ROSE



**2018
marked rapid
progress
and
engagement
across the
hospital
system**

Our most ambitious endeavor to date was simultaneously opening two new hospitals in December 2017. Throughout 2018, we accommodated unanticipated rapid growth for the UF Health Heart & Vascular and UF Health Neuromedicine hospitals. Beyond projections, immediate demands for care required us to speed recruitment for staffing and start opening medical/surgical and intensive care units that we'd originally planned to open later. This is a testament to our patients' trust in UF Health and the expertise of our faculty and staff.

Relocating services to the new medical facility meant we could rethink vacated space and start much-needed renovations at UF Health Shands Hospital. The fifth floor was adapted for long-term acute care services, provided independently by Select Specialty Hospital — Gainesville, which relocated there late summer. Meanwhile, our second-floor Labor and Delivery Unit is being modernized and expanded. The eighth-floor Medical ICU and Intermediate Care Unit are under expansion. This will help improve capacity and efficiency throughout the hospital. And our seventh-floor Burn ICU and Surgical Care Unit expansion is underway, as are children's surgical services improvements on the second floor.



Throughout 2018, we
accommodated unanticipated
rapid growth for the UF Health
Heart & Vascular and UF Health
Neuromedicine hospitals.

This year, we also remained focused on clinical quality, making progress based on national quality measures. We're leaders among our academic peers for infection rate reductions — and our mortality rates are among the lowest in the nation. We received our fourth-consecutive Magnet designation in June. It's the nursing industry's highest distinction for quality nursing care, and along with several Beacon Awards for Excellence in nursing, these honors confirm our staff's commitment to clinical excellence. We had national top-employer recognition and we received accreditations and acknowledgment among top-tier hospitals. Our U.S. News & World Report rankings again were impressive: For the fourth year in a row, UF Health Shands ranked in more adult and pediatric specialties than any other hospital in the state, with a total of 12. The momentum continues: Our pediatric heart surgery programs and adult lung transplant programs, for example, have incredible survival rates.

All our success belongs to our people. We have had leadership changes, and we appreciate those who laid the foundation as well as the fresh energy of those who are now guiding our progress. We always benefit from new perspectives. This year, we continued to focus on staff engagement so that our faculty and staff feel valued and are inspired and motivated. Engaged staff deliver the best care.

The connection among our faculty and staff was clear during our response to Hurricane Michael when it hit the Panhandle in October. The teamwork from our UF Health ShandsCair crews, nurses, physicians and clinical and support staff ... the mutual appreciation and respect ... and the personal support ... it was all amazing and showed us that we are, indeed, a work family.

Finally, we celebrated the 60th anniversary of UF Health Shands and our Gainesville hospital-based system. We reflected on our milestones and how each year we care for patients from all 67 Florida counties, from throughout the region and nation, as well as from multiple other countries. There was great pride and awareness for how every person can contribute to improving quality of life for thousands of patients and family members. We asked you, our staff, to let us know what matters to you and how you contribute. The responses were truly moving and some are featured in this issue of News+Notes. Now we have dozens of unscripted personal stories and testimonials to share about dedication and commitment that will keep the momentum going for all of us.

These are just highlights. At the end of the day, it's my goal to have all our staff who provide and support care at UF Health Shands to sleep at night knowing we've helped someone that day, and to wake up energized by having another opportunity to make a difference. Our faculty and staff in the UF Health family deliver the magic every day — I am in awe of everyone here. ■



We celebrated the 60th Anniversary of UF Health Shands in October.



We received our fourth-consecutive magnet designation, the nursing industry's highest distinction for quality nursing care.



UF Health Shands ranks among the nation's best in six specialties in the 2018-19 U.S. News & World Report "Best Hospitals" survey.



For the fourth year in a row, UF Health Shands ranked in more adult and pediatric specialties than any other hospital in the state, with a total of 12.

A LOOK BACK

The year was marked by growth, engagement, leadership changes, celebrations, awards and honors.

From the National Institute's of Health All of Us Research Program to opening a new building at Springhill to the launch of the PulsePoint app, we worked together to move medicine forward.

Our ECMO and nursing programs won prestigious awards. We welcomed new leaders, recognized milestones within the iCARE program and celebrated our 60th Anniversary.

Look out 2019!





UNSCRIPTED: IN THEIR OWN WORDS

Employees discuss memories, milestones and a few of their favorite things

During the UF Health Shands 60th Anniversary celebration, we asked our employees to send us testimonials, favorite memories and professional milestones. Their stories were poignant and made for sharing, so that's what we're doing. See what your co-workers had to say. You'll understand why UF Health Shands is an amazing place to work ... it's the people.

Scott Dykes, R.R.T., respiratory therapist, UF Health Shands Respiratory Care

After a motorcycle wreck in 2008, I was comatose for months with severe injuries. I was told that I probably would never walk again and that my brain injury meant that I wouldn't have a normal job as I lacked the higher functions. My life was shattered.

After 37 surgeries and a year in physical rehab, I went home in a wheelchair. When I had recovered enough, I made a trip back to the UF Health Shands Hospital ICU to thank the health care staff for taking care of me. I was greeted with many smiles and hugs. I told the staff that one day I would work here and help people as I had been helped. I wanted to pay it forward. I had no idea how or what I would do, but I would make it happen.

I was hired in July and now I'm finishing my orientation as a registered respiratory therapist. It has been a dream since my accident to be a part of this wonderful, top-notch facility. I see from working here, and as a former patient, why we are the No. 1 hospital in the Southeast. It is an honor to be able to help people as I have been helped.

"I've just celebrated my 34th year here and I tell everyone that Shands is the best place to work, as they not only take care of patients, but their staff as well."

— LINDA BREEDEN

Linda Breeden, assistant manager, UF Health Physicians Billing and Accounts Receivable

On Dec. 23, 1999, my granddaughter was born at UF Health Shands Hospital. She was a preemie and weighed 2 pounds, 4 ounces. She barely fit in the palm of my son's hand because she was so small. I can't say enough about the children's hospital Neonatal ICU nurses and doctors who cared for her. The care that was given to make her thrive makes me proud to work at Shands. My granddaughter is now taking classes to be a nurse and she has a goal to eventually work at UF Health Shands because of the care that she received.

I've just celebrated my 34th year here and I tell everyone that Shands is the best place to work, as they not only take care of patients, but their staff as well. Thank you.

Bethany Pierce, lead financial counselor, UF Health Springhill — ENT and Allergy

My husband had a stroke on Dec. 18, 2008, while working in another city. He was transported to the area hospital where they told him he had a viral infection. He was told to take Benadryl and ibuprofen and that he would be fine. My husband could not walk, had double vision and was vomiting, but he was sent home. I took him to UF Health Shands and within 15 minutes they determined he'd had a stroke. The E.R. and neurology staff saved my husband's life. We recently celebrated his 10-year anniversary.

From that point on, I wanted to be a part of this organization, and my dream became a reality in March 2012. Since I have been with UF Health, I've graduated with my bachelor's degree in business leadership (summa cum laude), both of my children have graduated and started their lives and my husband and I just celebrated our 24th wedding anniversary. This would not have happened if it was not for the employees of UF Health 10 years ago. Thank you for being there for our family.

Stephanie Short, R.N., registered nurse, UF Health Neuromedicine Hospital Medical/Surgical Unit 56

The best part of my day is listening to my patient's stories. I really enjoy walking into one of their rooms and hearing the laughter and feeling the love that surrounds the patients. I most enjoy being a part of their recovery. Watching their transformation while I build a relationship with them leaves me with a feeling of pride and accomplishment.

Keisha Cohens, admissions specialist,
UF Health Shands E.R.

I started working here a few months back, but I am very familiar with UF Health Shands. Before becoming an employee, I spent time here with my daughter, Harmony, who was born with congenital heart disease in December 2010. Throughout our journey, I can honestly say that the doctors, nurses and staff were amazing to us. I can't begin to express my gratitude. They made living in a hospital manageable.

My daughter was placed on the transplant list in late 2012, and in July 2013, she received her heart. This was the most amazing moment in our lives. Harmony lived for an entire year with her new heart before passing away because of complications due to rejection. After her passing, her entire care team was very involved with her funeral arrangements. The care providers were concerned about my well-being and they kept in contact with me for several months. The support was amazing to me.

I vowed that because of the experiences that I endured while at UF Health Shands, that I would do whatever it took to give back. I am currently getting my degree in allied health with hopes of being a registered nurse one day. I am also enjoying being here as an admissions specialist so I can continue to give back. Thank you!

Marti Penfold, support tech,
UF Health Shands Hospital Burn Center

This hospital has been part of my life for as long as I can remember. My mom was one of the early cancer research patients in 1962. I have many memories of playing around the fountain in front of the hospital, taking the elevator down to the ground floor and waiting outside the radiation therapy area while my mom went back for her treatments. (The waiting area was literally a handful of chairs lined up against the wall.) Sadly, my mom passed away in December 1962, when I was 7 years old.

However, the desire/dream of working here one day never went away. That dream came true June 1, 1975, when I was offered a clerk position in the Surgical ICU — 12 beds on the sixth floor of UF Health Shands Hospital. I can still envision the old SICU with its “general side” and “heart side,” that was eventually split into SICU and Cardiac ICU. I vividly remember the day the Patient Services Building opened and we began moving patients into the

“I will always be grateful for the opportunity to work here and am extremely proud to have been able to even have a small part in this amazing journey now called UF Health Shands.”

— MARTI PENFOLD

“new hospital.” New equipment, new beds, the excitement! Seems like yesterday.

This job gave me the opportunity to give back to the patients/hospital for giving my mom the “gift of a little more time.” With hard work, dedication and people who believed in me, I was able to enjoy a long career. I'm proud to say both of my sons have gone on to become nurses. I will always be grateful for the opportunity to work here and am extremely proud to have been able to even have a small part in this amazing/exciting journey now called UF Health Shands.

Kiah Coleman-Spradley, coordinator, UF Health Shands Volunteer Services

Although I have had many fond memories working here over the past two years, some of my fondest memories come from growing up as a “Shands kid.” My mom worked at Patient Financial Services (even when it was on 13th Street) and my aunt was the CEO's executive assistant **Joyce Smith**. As an 8-year-old, I remember visiting my Aunt Joyce when her office was on the 10th floor and thinking to myself, “I want to be here. I want to work here someday!” I was always excited when I got an opportunity to speak with Mr. Metts (former CEO **Paul Metts**) and I remember visiting his home for a holiday party.

I also recall the UF Health Shands picnics held at the Alachua County Fairgrounds and then later at the O'Connell Center at UF. Carnival games, food, talent shows and contests. There was always a sense of community and family at those events, which brought us all together.

UF HEALTH SHANDS | EVENTS+ACTIVITIES

UNSCRIPTED: IN THEIR OWN WORDS (CONT.)

Employees discuss memories, milestones and a few of their favorite things

Although my professional journey here has only begun, I hope that one day, my 8-year-old daughter will grow up being in constant amazement of how impactful UF Health Shands is within the community, state and across the globe.

Debra Barker, polysomnographic technologist, UF Health Shands Sleep Center

The UF Health Shands Mother/Baby Unit and the UF Health Shands Children's Hospital Neonatal ICU and Pediatric ICU saved my granddaughter's life! I absolutely know we have to have the best care in the world after what I've seen them doing. In October 2015, my daughter was 21 weeks pregnant when her water broke. She had PROMM, which is basically premature rupture of the membranes. She was admitted to UF Health Shands so they could try to help her carry my granddaughter as long as possible since the chances of her survival were so very slim at that point. After almost 20 visits to Labor and Delivery over a nine-week period, they finally could not prevent the birth any longer. Because of the immediate response by the nurses and physicians, they were able to bring our granddaughter, Charlye, back.

Those first weeks were very touch and go. After several weeks, we began seeing regular improvement and growth. She was only 2 pounds at birth and 12.75 inches long. They said the umbilical cord had been partially severed and she had not been getting the nourishment she needed. By the time she was 3 months old, she had finally reached 4 pounds. They were talking about discharging her, but she contracted RSV literally days before she was supposed to go home. She ended up in the PICU, back on a ventilator for two weeks. We watched them give her compressions many times a day for close to a week. My family had never been through anything this traumatic. They pulled her through it.

She turned 3 at the end of November. She is perfect — just tiny — with no developmental delays or medical problems. She also went through physical therapy her first year of life to give her every medical opportunity possible.

I will forever be grateful to every single person that contributed to her survival. Since then, my daughter and I have started a charity for the NICU called Charlye's Bags of Cheer. During the holidays, we donate 72 bags through the March of Dimes Family Support Program (one for each NICU bed) for parents and preemies. The

bags include anything and everything, from hand-quilted blankets to snacks for parents to baby seat signs that say "Don't touch. I'm a Premie." This is just one small way we can give back. This makes me so very proud to be an employee of UF Health Shands. I know we all care about our patients and their families.

Christine Martin, Ambulatory Care Unit manager, UF Health Neuromedicine Hospital

My fondest memories of UF Health started even before I was employed here. My mom, **Christine Ross**, has worked for UF Health Shands my entire life, so I had the pleasure of frequently visiting the 10th floor of the hospital when it was the executive suite. My mom was an executive assistant while I was growing up so I knew all of the "bigwigs," as I used to call them. One day I called her at work after I got home from school and none other than former CEO **Tim Goldfarb** answered. You can imagine my surprise ... "Ummmm, hi, Mr. Goldfarb. Is my mom there?" This showed me at a very young age that as busy as he was, he didn't mind pitching in and answering the main line to the executive suite.

I started at UF Health Shands in 2003 and in 2004, I met my husband while working at Shands at AGH. I transitioned to the UF Health Medical Plaza and then moved on to open the Genitourinary Oncology Center in urology and worked under **Ron Cordasco**. We were a true family. We still keep in touch to this day,

"I have plans to stay here at least another 20 years, retire here, celebrate more milestones and create wonderful memories."

— CHRISTINE MARTIN

almost 10 years after we stopped working together. I then went on to open the UF Health Physicians Patient Access Center and was able to celebrate so many milestones there, including the millionth phone call. We would celebrate milestone calls by popping confetti on the phone agent after they took the call. It sounds silly, but is so memorable. Moving on to be the manager of adult psychiatry at the new UF Health Springhill building was also memorable, as it was my first ACU manager job. I was able to build my own team and start from the ground up.

A year ago, I was able to open the neuromedicine clinic in the new UF Health Neuromedicine Hospital, which is my biggest professional accomplishment to date. I have plans to stay here at least another 20 years, retire here, celebrate more milestones and create wonderful memories!

Christie Carr-Freidin, transplant assistant, UF Health Shands Transplant Center

I am Shands. I have worked here, been treated here, thrived here and survived here. It is quite the symbiotic relationship. I began working here in 2014 as a financial representative. One day, I began having excruciating head pain; it was debilitating. I went to the Springhill Emergency Center on 39th Avenue and was seen by the staff. They ordered a CT and it ended up being a brain tumor. I was terrified.

I was referred to **Kelly Foote, M.D.** He was confident this tumor could be removed and I could resume a normal life. It was removed and I didn't even lose my hair. I was so thankful.

I then was seen by **Alexander Ayzengart, M.D.**, who again changed my life. Bariatric surgery was the change I needed. Now I no longer take any medication. My blood pressure is excellent and I have lost 140 pounds. Life is wide open.

I celebrate the milestone of life every day as I come to work. I am proud to be a part of such a diverse group of people with the same mission. I will be here to assist our post-heart transplant patients with joy and an appreciation for life. I am thankful to be a part of this amazing group of humans whose primary purpose is to help solve human problems.

Jaclyn Loewen, auditor, UF Health Shands Financial Services Revenue Integrity

When I was in elementary school, I thought for certain my father would die. No one said it out loud, but there always seemed to be

"I am Shands. I have worked here, been treated here, thrived here and survived here."

— CHRISTIE CARR-FREIDIN

a cloud hanging overhead. He had had a good life, they said. He surpassed the expectations of doctors time and time again. He needed a heart valve replacement. His heart had never worked properly and we lived in constant fear that the slightest surprise would send him into atrial fibrillation.

I was wrong.

Thanks to the amazing doctors and staff at UF Health Shands, he made it through surgery with flying colors. Ten years later, when the valve failed and a replacement was necessary, I was barely concerned. I knew he would be fine. Our hospital would take care of him.

Shortly after my father recovered, I left Gainesville to attend college. While away, I married a lovely man who happened to have some significant health problems. It did not take long for us to return to my home, where his quality of life quickly and significantly improved, thanks to the care at UF Health Shands. At this same time, I began working in the hospital Admissions department while finishing school.

When my husband was hospitalized for a few weeks in early 2018, I was concerned, as any wife would be, until I saw the photo hanging in his room. In his room was a photograph taken by **Mark Staples, M.D.**, the same surgeon who had saved my father multiple times. While this visit had nothing to do with cardiology, that photo served as a reminder that everything would turn out. Even though he was (and still is) recovering, my husband pushed me to apply for my current position in the Revenue Integrity department. While my gifts are far from clinical, it is a joy to give back in the ways that I am able.

All of us have an impact on our patients. All of us share a part in ensuring that every scared daughter has the best chance possible of being proven wrong, and that she would end up riding roller coasters with her father instead of worrying about his heart. And now, 20 years later, her father is just waiting for his grandson to meet the height requirement to join in the fun. ■

A DECADE OF RAISING HOPE AT WORK

Annual employee giving campaign enters its 10th year



BY LAUREN IRIZARRY

Since 2009, thousands of UF Health Shands and UF College of Medicine employees have supported UF Health through the annual employee giving campaign, Raising Hope at Work. This year, we celebrate the Raising Hope at Work 10th anniversary by highlighting the initiatives,

projects and programs funded thanks to these employees' remarkable generosity. The campaign will officially kick off later this summer.

Learn how we have raised hope at work — together — over the past decade. ➦

RAISING HOPE AT WORK PRIORITY AREAS



2009-2011

**UF Health Shands
Cancer Hospital**

10,000+ patients admitted
on average per year since
2010 opening



2011-2012

**UF Health Shands
Pediatric E.R.**

70,000+ pediatric patients
treated since 2011 opening



2012-2013

**UF Health Shands
Children's Hospital NICU**

617 pediatric patients treated
since 2017 opening



2013-2014

**UF Health Congenital
Heart Center**

6,400+ patients treated since
2014 opening

**UF Health
ShandsCair aircraft**

1,000 critically ill and injured
patients transported each year



2014-2015

**UF Health Heart & Vascular Hospital
and UF Health Neuromedicine Hospital**

Opened in 2017 with 216 private rooms and
20 state-of-the-art operating rooms

**George T. Harrell, M.D., Medical
Education Building**

Home to 559 medical students and 120
physician assistant students



2016

**UF Health Heart & Vascular
Hospital and UF Health
Neuromedicine Hospital**

**George T. Harrell, M.D., Medical
Education Building**

15,000 employees from UF Health
Shands and UF College of Medicine
came together to raise hope at work.



2017

With more options than ever
before, employees made gifts to
support four priority areas:

Arts in Medicine

**College of Medicine
scholarships**

Patient technology

Women's and children's areas

UF HEALTH | CARE+QUALITY

SEASONAL INFLUENZA MASKING REQUIREMENTS FOR STAFF

Our flu vaccination policies and infection control practices help us prevent the spread of influenza and other seasonal viruses not only to our patients, but also to one another.

Please be vigilant about infection control in the workplace. Help us protect our patients, visitors and each other year-round and especially now, when the risk of flu is especially high. Practice hand hygiene, stay home if you're sick and know about our masking requirements.



Here's the recap: Workers who cannot be vaccinated or who have declined vaccination are required to wear procedure masks or surgical masks when around patients in the following situations:

- When providing care or working in an enclosed space (such as an inpatient hospital room or diagnostic, procedure, treatment, exam and/or clinic room).
- When care is provided in an open area (e.g., holding area, Post Acute Care Unit, day surgery, etc.), masks must be worn when within 6 feet of any patient bed space.
- When admitting/registration personnel are working within 6 feet of patients.
- When providing care within 6 feet of patients in a homecare setting.

Here are other do's and don'ts for masking:

- Surgical and procedure masks are considered single use: They must be removed upon exiting an enclosed space or after caring for a patient in an open area.
- Don a new mask upon entering another patient room or caring for a different patient in an open patient area. Masks are not to be carried or worn around the neck for reuse.
- Masks are not required at nursing stations, charting areas, conference rooms or break rooms, etc., unless these are situated within 6 feet of a patient's bed space. Although patients may pass within 6 feet of personnel in these areas, the mask requirement applies only to personnel directly interacting with patients in these common and/or office areas.

For more information on masking requirements, refer to UF Health Shands HR Policy HR.604 or call Infection Control at 352-265-0284 (50-BUG). Visit Flu Central at Bridge.UFHealth.org/flu to stay up to date on all things flu.

UF HEALTH | CARE+QUALITY

ORDER UP: NEW MEAL OPTIONS NOW AVAILABLE FOR OUR PEDIATRIC PATIENTS

Improved meal times, mid-day snacks and more child-friendly food options are among the many improvements that have enhanced the patient experience for our tiniest guests at the UF Health Shands Children's Hospital. The changes were conceptualized by a workgroup consisting of leaders across Operations, Nursing and Patient Services, Food & Nutrition Services and Child Life.

Together, the team looked at challenges that were affecting our pediatric patients, such as inconvenient meal times, the need for age-appropriate

snacks and more. The group conducted a trial run on Unit 44 of the children's hospital, with plans to roll out the changes to other areas. The workgroup is spearheaded by **Lara Zamajtuk**, UF Health Shands Operations associate vice president.

"Having an interdisciplinary approach is an integral factor in creating the best possible experience for our patients," Zamajtuk said. "Insights from various departments were used to implement changes, fine-tune existing services and make our patients more comfortable."

PEDIATRIC MEAL OPTION CHANGES

LATER MEAL TIMES:

Pediatric patients tend not to be early birds, so breakfast was moved to later in the morning.

MID-DAY SNACKS:

A small menu is available for in-between meals and includes options like the classic PB&J.

CHILD-FRIENDLY SNACKS:

More familiar options are available, such as apple slices, yogurt and Lunchables.

UF HEALTH SHANDS | CARE+QUALITY

MICHELE LOSSIUS, M.D., APPOINTED CHIEF QUALITY OFFICER

Lossius will guide quality and safety for the hospital system

BY DOUG BENNETT



Michele Lossius, M.D., started the new year in her new role — chief quality officer for the UF Health Shands hospitals and clinical programs. She will help shape the vision and strategy for quality as Job 1 across our clinical and academic programs.

Lossius joined the pediatric critical care division in 2006 and is now a UF College of Medicine associate professor

and pediatric physician. She was promoted to division chief of pediatric hospital medicine in 2013 and has served as the physician director of quality and safety for pediatrics. Lossius also earned her undergraduate and medical degrees from UF and completed residency training in pediatrics at UF Health Shands Hospital.

“I am incredibly excited about this opportunity and humbled by the outpouring of support by colleagues across the various disciplines of care. We have a wonderful organization that seeks to be innovative in responding to today’s challenges in health care. I look forward to being a part of those solutions,” Lossius said.

In the chief quality officer role, Lossius will provide strategic oversight for quality and patient-centered improvement efforts for the Gainesville hospitals and hospital-run outpatient programs. She will collaborate with staff in clinical risk management, patient experience, accreditation and clinical analytics through the UF Health Sebastian Ferrero Office of Clinical Quality and Patient Safety. Additionally, Lossius will support and work with physician directors of quality and quality liaisons across the organization.

She succeeds **Eric Rosenberg, M.D.**, a UF Health Shands associate chief medical officer and College of Medicine chief of general internal medicine, who served as interim director of quality.

“Dr. Lossius has the many important attributes that are needed in a chief quality officer, including substantial experience caring for patients and immersing herself in quality and safety roles throughout her career,” said **Ed Jimenez**, UF Health Shands CEO.

Lossius will guide organizational efforts to achieve outstanding performance on key quality and safety metrics, integrate residents in quality and safety work, engage patients and families and help maintain a positive culture of quality improvement. She will also be responsible for promoting a unified approach to quality and safety goals among executive leaders, nursing and operations teams and College of Medicine clinical faculty and residents.

Her quality and safety experience includes participating in team performance training that aims to improve patient care and a program that develops skills for teaching quality improvement and patient safety to medical students, residents and other clinicians. She also completed the Patient Safety Executive Development Program at the Institute for Healthcare Improvement and the Intermountain Advanced Training Program in Healthcare Delivery Improvement.

As pediatric hospital medicine division chief, Lossius has led novel and innovative programs in education and safety. Clinically, she is involved with national projects related to bronchiolitis management, adverse drug events and fever in newborns. Lossius worked as the pediatrics physician director of quality and safety to reduce variation in care, decrease length of stay, establish protocols and develop strong working relationships across the institution. ■

UF HEALTH | BENEFITS+TRAINING

NEW YEAR INSPIRATION: EMPLOYEE CONTINUES HEALTH JOURNEY

UF-UF Health Wellness Program provides framework

BY REMI STORCH



For five years, Nora Kilroy, director of Off Campus Life at UF, suffered from chronic itching skin, a condition known as dermatitis. Her doctors said it was related to a pollen allergy, but Kilroy was also suffering from other symptoms such as aching joints, acid reflux and fatigue. Not satisfied with her treatment plans, Kilroy turned to physicians at UF Health for help.

Anna De Benedetto,

M.D., a UF College of Medicine dermatologist, was the first doctor to really listen to Kilroy. De Benedetto knew the treatment plan of only allergy medications was not the right course of action. She referred her to **Mario Rodenas, M.D.,** UF Health Allergy at Springhill medical director, to get to the heart of her symptoms.

After numerous tests and an in-depth analysis of Kilroy's food diary, Rodenas discovered she had allergies to dairy, eggs and bananas. All of these foods had been part of her daily diet.

Kilroy has since eliminated these three offenders from her diet. She began seeing changes within two days. Her dermatitis calmed down, her acid reflux improved and her joints weren't as achy. One week later, she was down 10 pounds and had lost two inches from her waistline.

Now, 11 months into her journey, Kilroy is down 53 pounds and four sizes. She no longer takes allergy medication and her symptoms have disappeared. Her goal is to lose another 60 pounds in 2019.

"More than anything, I feel better physically, and that's all the motivation I need," she said.

Kilroy's diagnosis was her turning point. She realized that she could

live a better and healthier life. What contributed to her success? She said she started setting new goals for herself — doing something new each month. Her first goal was to adjust her approach to nutrition. She tracked what she ate and focused on eliminating challenging foods from her diet.


As the months continued, she added goals such as weekly food prep, going to the gym regularly, walking more and discovering new recipes.

Kilroy also engages in the UF-UF Health Wellness challenges through GatorCare. She said the resources from this program make it easier for her to track her goals and challenge herself. She has now participated in numerous walking challenges, and she recently participated in an ab challenge with her UF department colleagues. She also participates in body composition screenings to help keep track of her progress.

Kilroy's New Year's resolutions include running a 5K, playing tennis again and lifting free weights.

Her advice to someone starting their own health and wellness journey is to set small goals and try new things. She hopes that by sharing her story, she will inspire at least one person to make a change for the better.

Kilroy shared that her experience with her UF physicians has been life-changing.

She said, "I am a happier, more balanced person because of them." 



Ready to make a change?

Visit gatorcare.org to learn what UF-UF Health Wellness can do for you.

UF HEALTH | CARE+QUALITY

ROXANE HARCOURT APPOINTED PSYCHIATRIC HOSPITAL ADMINISTRATOR



Roxane Harcourt, LCSW, LMFT, has been appointed as administrator for UF Health Shands Psychiatric Hospital. This promotion recognizes Roxane's success as the hospital's interim administrator since May last year. She will also continue to provide oversight for the UF Health Florida Recovery Center, where she has served as executive director for five years.

"Please join me in congratulating Roxane on her new role," said UF Health Shands CEO **Ed Jimenez**. "She has extensive, significant administrative leadership experience. We're pleased to partner with her."

Harcourt has a bachelor's degree in social work from Indiana State University and a master's degree in social work from Indiana University. She is a licensed clinical social worker and a licensed marriage and family therapist. Prior to joining UF Health, she was chief executive officer for Streamwood Behavioral Healthcare System in the Streamwood/Chicago, Illinois area, and held CEO and clinical director roles in other behavioral care organizations.

As the psychiatric hospital administrator, Harcourt serves as its senior administrative officer and primary representative to the medical staff and the community. She is responsible for staff management, operations oversight, resource management and financial performance for the 81-bed comprehensive behavioral health and addiction medicine hospital. Her responsibilities include strategic planning and collaboration with department of psychiatry leadership, faculty and staff through our adult, adolescent and child psychiatry programs. She will continue the hospital's focus on access, quality, safe clinical care and innovative patient service.

UF HEALTH SHANDS | CARE+QUALITY

NICOLE M. IOVINE, M.D., PH.D., NAMED EPIDEMIOLOGY OFFICER IN CHIEF

Faculty leader **Nicole Iovine, M.D., Ph.D.**, has assumed an expanded leadership role as epidemiology officer in chief for the UF Health Shands hospital system.

"We're very pleased to share this good news and we look forward to supporting Dr. Iovine in her new position," said **C. Parker Gibbs, M.D.**, chief medical officer for UF Health Shands.

Iovine joined UF Health in 2009 as a UF College of Medicine assistant professor of medicine in the department of internal medicine's division of infectious diseases and global medicine. From 2012 to 2014, she served as the director of the UF College of Medicine Antimicrobial Stewardship Program. She has also held a dual appointment with the Malcom Randall Veterans Health System. Since 2014, she has served as the hospital epidemiologist for UF Health Shands, guiding the hospital's Infection Control department and collaborating across the

hospital system and College of Medicine.

Prior to coming to UF Health, she held hospital appointments at New York University, Bellevue Hospital and New York Harbor Veterans Administration Medical Center in New York. She has a doctorate degree in microbiology from New York University, and she completed her medical degree, internal medicine internship and infectious disease fellowship at NYU. She is board-certified by the American Board of Internal Medicine in both internal medicine and infectious disease, and is a fellow of the Infectious Disease Society of America.

Iovine's research expertise includes the clinical manifestations, epidemiology and genetics of influenza viruses; and a focus on understanding the innate defenses against and best treatment options for multidrug-resistant Gram-negative infections and similar diseases.

In her new role, Iovine will continue to

collaborate with hospital and medical staff to guide our hospital system's infection control and safety efforts. She will also work closely with **Michele Lossius, M.D., FAAP**, in her new role as chief quality officer for UF Health Shands, on infection prevention and mortality reduction.



UF HEALTH SHANDS | CARE+QUALITY

SUPPORT UF HEALTH'S TOBACCO-FREE POLICIES

Help address smoking and tobacco use

BY KIM ROSE

UF Health is tobacco-free. As a responsible health care organization, we're committed to providing high-quality medical care, preventing disease and supporting community health. It's our role to ensure a safe, clean and healthy environment for everyone who seeks care, works or studies at UF Health.

Our care teams support patients who wish to quit tobacco; and our HR and Occupational Health teams offer smoking-cessation and tobacco-free resources for faculty and staff.

However, people addicted to nicotine, especially those feeling stressed, are driven to find places to smoke or use other forms of tobacco. It's a challenge on our Archer Road health campus, for example, especially near the E.R.s and main entrances. The resulting litter also affects customers and colleagues.


"Tobacco use and secondhand smoke pose serious health risks. We want to help people quit and get well. We provide classes, medications and resources to help," said **Ed Jimenez**, UF Health Shands CEO.

"Meanwhile, there's a major disconnect when our patients, visitors and staff have to pass by smokers outside our hospitals and buildings or see cigarette trash. It sends the wrong message for an organization dedicated to health and wellness. Please help people who wish to quit tobacco find the support they need. And please help us enforce our tobacco-free policies so that we deliver a health-promoting and welcoming place for everyone at UF Health."

Official tobacco-free policies and work rules apply. Here's a quick overview:

- *Formal policies prohibit the use of tobacco products anywhere at UF Health. Tobacco products include cigarettes, cigars, vapes and chewing tobacco.*
- *Tobacco use is not allowed on UF and UF Health-owned or -operated campuses and properties. This includes UF Health buildings, patios, sidewalks, parking garages and lots, roadways, grassy areas and gardens.*
- *UF and UF Health Shands tobacco-free work rules apply to faculty, staff, residents, students and volunteers while on site.*
- *Policies also prohibit patients, visitors and vendors from using tobacco at UF Health.*

Jimenez asks leaders and staff throughout the organization to revisit the tobacco-free guidelines and resources and help reinforce policies among colleagues. On the Bridge portal, hover over the "Policies & Procedures" tab and you'll always find the "Tobacco and Contraband Free" link. (Or go directly to [Bridge.UFHealth.org/tobacco-contraband-free](https://bridge.ufhealth.org/tobacco-contraband-free) for details.)

"We appreciate your renewed attention to support the elimination of tobacco use on our health care campus," said **C. Parker Gibbs, M.D.**, UF Health Shands chief medical officer. "Please go online to see the resources available. We can all take a role to improve our patients' experience and the experience of everyone in the UF Health family." 





UF HEALTH SHANDS | FINANCE+FUNDRAISING

AUXILIARY GRANTS PROVIDE “THE LITTLE THINGS”

Each year, the UF Health Shands Auxiliary awards annual grants to help further the mission of UF Health Shands. These grants are open to all hospital departments to help provide equipment or supplies that will enhance the patient experience or meet a department need.

In 2018, the Auxiliary fulfilled 48 grants and distributed more than \$40,000, according to **Allyson Crawford**, UF Health Shands Volunteer Services director.

The Auxiliary Grant Committee, which consists of four to six volunteer members, selects projects based on how beneficial they'll be to the patient experience.

Last year's grant-funded initiatives paid for specialty pillows used to reduce patients' pain after abdominal surgery, new birthday celebration bags for transplant patients, charging stations for patients and families, video games for cystic fibrosis patients and

discharge T-shirts and scrubs for patients who need them before they leave the hospital. These were just some of the “little things” that can improve patients' hospital experience, Crawford said.

The grant money comes from annual Auxiliary sales events in the UF Health Shands Hospital Atrium and profits from the Gift Stops, located at UF Health Shands Hospital, UF Health Shands Cancer Hospital and UF Health Heart & Vascular and UF Health Neuromedicine hospitals.

“Shopping the sales in the Atrium helps support the grant program, which helps improve the patient experience,” Crawford said. “And it's important for people to realize that the more successful these sales are, the more money the Auxiliary will be able to distribute for programs throughout our hospitals.”

In 2019, the Auxiliary team hopes to exceed the past year's funding efforts.

Visit Bridge.UFHealth.org/shands-volunteers/ for upcoming Atrium sale dates and 2019 grant details. The next grant application deadline is Feb. 25. Contact Crawford at acra002@shands.ufl.edu for additional details or with questions.

UF HEALTH SHANDS | CARE+QUALITY

TOBACCO-FREE POLICIES: HOW TO TAKE ACTION!

SHARE REMINDERS

Care teams: Please discuss tobacco-free policies and cessation resources with patients and visitors.

All staff: Please address tobacco-free expectations with your team's vendors and professional visitors.

SUPPORT CLEAN-UP EFFORTS

Our Facilities teams conduct daily clean-ups, including areas where smokers tend to gather. As part of our iCARE program, we ask you to take ownership and help keep the premises clean. We welcome you to help remove tobacco trash whenever possible to support these efforts.

ADDRESS VIOLATIONS

UF Health Shands Security staff will conduct regular patrols of known tobacco-use areas on our properties to educate and address outdoor tobacco use with staff, patients and visitors.

For staff who are asked to stop tobacco use or relocate and refuse to do so, Security staff have been asked to take their names and UF Health ID badge info to share with HR.

We encourage you to respectfully address tobacco use with colleagues who smoke, vape or use tobacco products in unauthorized areas. Please politely remind them of our policies. (Scripts are available on the Bridge.)

There are serious consequences for faculty, residents, staff and volunteers who repeatedly use tobacco in prohibited areas. Supervisors will be notified and they will be held accountable by their respective UF Health Shands or UF Human Resources departments for work-rule violations.

If you observe staff repeatedly violating our work rules, please bring this to the attention of our UF Health Shands HR Employee Relations team at 352-265-0495. You can also request Security assistance by calling 352-265-0109.

