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Welcoming new UF College of Medicine housestaff

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Honorees given "rock star" treatment

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FOR HEALTH AFFAIRS**

New leader is a 26-year UF faculty physician



CELEBRATING
10 YEARS
OF HOPE

CARE — EDUCATION — CHILDREN — DISCOVERY

Q&A WITH THE CEO – ED JIMENEZ

Insights into philanthropic support

Why is philanthropic support so important to our organization?

Philanthropy plays a big role at UF Health. Generous gifts from individual and corporate donors help us expand scientific research, advance the practice of medicine, invest in new technology, recruit skilled faculty and staff ... and build our reputation for moving medicine forward, which attracts patients who trust us to care for them.

As a not-for-profit organization, we reinvest our earnings back into staff salaries, infrastructure (like our buildings, equipment and technology) and our programs and services. We're focused on developing the enterprise to help people now and in the future.

On the 10th anniversary of the Raising Hope at Work employee giving program, tell us why this is so important for UF Health.

Many of you are individual donors, which we really appreciate. Our internal Raising Hope at Work employee giving program enables faculty and staff to give back to UF Health. Thank you to everyone who has supported the campaign. You have helped fund construction for our cancer, heart and vascular and neuromedicine hospitals; purchase a new ShandsCair helicopter; support renovations of countless facilities such as our children's hospital and Neonatal ICU; and contribute to important resources such as the Arts in Medicine program. These are just a few examples of how you make a difference for our patients and each other. Employee giving is a testament to the ways we feel UF Health supports us and our loved ones as a health care provider and an employer of choice. So, again, thank you.

We know that it all begins with you. The work you do. The hospitality and service you provide to patients and their families. You create a great experience by giving them your best and most compassionate attention. They feel thankful you helped with their medical care and gave them a personal experience. This creates their personal connection to the organization. Some feel passionate enough about UF Health that they feel compelled to give back in some way.

Can you share some examples of ways people are giving back?

We have so many examples. The recent \$20 million gift in the new year from the Lauren and Lee Fixel Family Foundation will establish the Norman Fixel Institute for Neurological Diseases at UF Health. Their gift in honor of Lee's father, Norman Fixel, will create amazing momentum for decades to come to fuel discoveries and new approaches for patients and families facing Parkinson's disease and other neurodegenerative diseases like Alzheimer's, Lewy body, ALS, dystonia and concussions.

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FSC LOGO




UF Health Shands CEO Ed Jimenez takes time during National Hospital Week to thank members of the UF Health Shands Food and Nutrition Services team for all of their help during the weeklong celebration.

Also this spring, Harris Rosen and The Harris Rosen Foundation gifted UF \$12 million toward innovation in brain tumor immunotherapy research and care here at UF Health. It's part of a \$100 million commitment in fundraising to support the UF-led ReMission Alliance Against Brain Tumors. This will spark international collaboration in research and clinical trials. Harris Rosen's son, Adam, was cared for at UF Health for brain cancer.

These families had a positive experience. They know first-hand how committed you are to improving lives and helping others. They want to invest in the types of activities we are doing here

to literally move medicine forward in new and exciting ways. We are at the forefront of medicine in so many areas because of these generous gifts.

Thank you for ensuring that our patients and their families feel they are part of our family at UF Health. Thank you for the hard work you do that is the foundation of every success. And thank you for giving back with your energy, positive spirit, compassion and support. 

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.

UF HEALTH | FINANCE+FUNDRAISING

CELEBRATING 10 YEARS OF HOPE

Raising Hope at Work marks a decade of generosity from UF Health Shands and UF College of Medicine employees

BY LAUREN IRIZARRY

In the first-floor lobby of the UF Health Shands Cancer Hospital, there is a unique feature just beneath the glass-fronted staircase. A decorative display draws the eye. At first glance, the concentric circles are obvious ripples. Take a closer look and you will see those ripples are the names of employees who generously supported that hospital's construction.

This is what Raising Hope at Work is all about: the ripple effect over the last decade that employees have triggered through their generous gifts. It is the quiet support of colleagues that has multiplied through the years to become a rallying cry of sustained philanthropy for our organization.

"Together, we have achieved incredible things. From helicopters and ambulances, to the UF Health Shands Pediatric E.R. and Harrell Medical Education Building, we have turned ripples into waves at UF Health," said **Ed Jimenez**, UF Health Shands CEO. "I hope you will continue the legacy by supporting this year's Raising Hope at Work campaign." **+**

AREAS OF SUPPORT



CARE

Palliative Care Program

The Palliative Care Program at UF Health is in its fifth year and growing rapidly. The multidisciplinary program is designed to improve and enhance quality of life for patients and families so they can live each day to the fullest. Gifts to this fund will support the needed expansions, including staff additions, to meet growing demand.

"Palliative care improves quality of life at a reduced cost, providing high-value care for patients and health care organizations. Our program features experts in pain management, assistance with advance care planning and psychosocial and spiritual support for patients." — **Sheri Kittelson, M.D., medical director, UF Health Palliative Care Program**



EDUCATION

UF Mobile Outreach Clinic

From a refurbished bus comes "Medicine on Wheels," where health science students and volunteers visit patients in underserved communities. The team provides free medical care to patients and a valuable learning experience for future medical practitioners. Gifts to this fund will support its ongoing outreach.

"The Mobile Outreach Clinic is a great program to support because of how necessary it is to our community. Many people are now able to come to the clinic without filling up the beds and waiting rooms of the hospitals. We are alleviating the current stress on the health care system by acting as a first line of care, and by addressing the disparities that have placed these patients in their current position." — **Jeremy Minaya, B.S., PA-52**



CHILDREN

Pediatric Cardiac Catheterization ORs

Specialized care isn't limited to a patient's treatment plan. It extends to the environment and the facility in which the patient receives care. Creating a dedicated Pediatric Cardiac Catheterization OR space means pediatric patients will receive the care they require in a space designed with their needs in mind. Gifts to this fund will support the renovation.

"I'm supporting the renovation because it will better equip our cardiac catheterization team with the tools they need to continue to provide the best care for our heart kiddos. It will allow them to better investigate, repair broken hearts and to improve patient outcomes. There is no rhyme or reason as to why my son was born with a congenital heart defect — it was completely random. You never know if you will be faced with a similar situation, but if you are, you will have access to the best care possible." — **Jessica Maier, UF Health Office of Development, community events development associate**



DISCOVERY

Brain Cancer Research

Immunotherapy is becoming a more promising treatment for brain cancer. At UF Health, **Duane Mitchell, M.D., Ph.D.**, co-director of UF's Preston A. Wells Jr. Center for Brain Tumor Therapy and director of the UF Brain Tumor Immunotherapy Program, is leading his pediatric immunotherapy team to more discoveries that can help lead to a cure. Gifts to this fund will support continued research efforts.

"I don't think people realize the caliber of researchers that we have here! Supporting brain cancer research at UF Health means you are doing your part to keep these researchers here in Gainesville for when your family needs them. Our daughter Phoebe was diagnosed with diffuse intrinsic pontine glioma, or DIPG, when she was 3 years old. She died when she was 6. We lost out on seeing her grow, seeing her get married, seeing her find her own way to make her mark on the world. The only way to change a tumor or diagnosis like hers — that has no effective treatment — is research." — **F. Cole Dooley, M.D., UF College of Medicine, assistant professor of anesthesiology, divisions of pediatric anesthesiology and perioperative medicine**

RAISING HOPE AT WORK FAST FACTS

The 2019 campaign runs June 1 through July 19.

All UF Health Shands and UF College of Medicine employees are encouraged to participate.

Gifts of any amount make an impact.

There are multiple ways to give (see page 6).

Areas to support follow four themes: Care, Education, Children and Discovery.

YOUR IMPACT

HOW YOU MADE A DIFFERENCE IN 2018

Thank you to our team champions for helping us engage UF Health faculty and staff in Raising Hope at Work last year. Learn more at giving.UFHealth.org/RaisingHope about how your support for these initiatives has changed lives.

More than **600 employees** pledged **\$156,760** toward the following initiatives:

**Pediatric Post
Anesthesia Care Unit**

Scholarship

**UF Health Shands
Burn Center**

**Leukemia Research
& Education**

2009-2011

The first Raising Hope at Work campaign was launched in 2009 and supported construction of the UF Health Shands Cancer Hospital.

Fact: Since opening in 2010, on average more than 10,000 patients a year are admitted to the UF Health Shands Cancer Hospital.



2011-2012

Raising Hope at Work donors supported construction of the UF Health Shands Pediatric E.R., which includes 13 private treatment rooms and five observation bays.

Fact: Since opening in 2011, more than 70,000 children have been treated in the pediatric emergency room.

2012-2013

Raising Hope at Work for Babies benefited the renovation of the UF Health Shands Children's Hospital Neonatal Intensive Care Unit.

Fact: Since opening its doors in February 2017, the NICU has treated 617 patients. The renovation included the addition of 16 new care pods and three private family rooms.



2013-2014

Employees had the option to support the Pediatric Cardiac Intensive Care Unit renovation or the purchase of a new state-of-the-art aircraft for UF Health ShandsCair.

Fact: ShandsCair transports approximately 1,000 critically ill and injured patients each year. Funds raised through RHW allowed ShandsCair to expand its fleet and increase the patient transport area in North Central Florida and Southern Georgia.

2014-2015

For the first time, UF College of Medicine employees joined the campaign, which supported the construction of the new UF Health Heart & Vascular Hospital and the UF Health Neuromedicine Hospital or the George T. Harrell, M.D., Medical Education Building, or HMEB.

Fact: The HMEB is home to 559 medical students and 120 physician assistant students studying at the UF College of Medicine.



2016

Together, UF Health Shands and UF College of Medicine employees chose to support construction of the heart and neuro hospitals or the HMEB.

Fact: The new heart and neuro hospitals opened their doors to patients in 2017, with 216 private rooms and 20 state-of-the-art operating rooms.



2017

With more options than ever before, employees made gifts to support Arts in Medicine, College of Medicine scholarships, patient technology at the heart and neuro hospitals and women's and children's areas.

Fact: Sixteen artists-in-residence at UF Health Shands Children's Hospital transform the hospital through artistic experiences for our pediatric patients.

2018

With many giving options offered, employees chose to support UF College of Medicine scholarships, leukemia research and the UF Health Shands Burn Center.

UF HEALTH | GROWTH+EXPANSION

COMMUNICATING IN THE DIGITAL AGE

Digital signs provide another information channel for staff, patients and visitors

BY RACHEL RIVERA

New digital signs are now installed in UF Health Shands Hospital, the UF Health Shands Cancer Hospital and the 1329 Building to replace outdated wood and glass bulletin board cases. The new displays support an uncluttered, welcoming environment, which aligns with our iCARE and wayfinding initiatives. They will also help us reduce the number of posters and easels in key traffic areas. In a nutshell, it means less visual clutter and more real-time messaging.

Digital signs add a layer of versatility. Unlike printed signage, digital messages can be changed and uploaded efficiently and controlled remotely by the Strategic Communications team. Messaging is geared to faculty and staff, as well as to patients and visitors, depending on each board's location. For patients and visitors, messaging will promote patient-focused priorities such as quality efforts, clinical services

and programs, hospitality, iCARE, internal events and, when needed, emergency preparation updates, such as hurricane season communications. For our internal customers, messaging will include news and program announcements for staff, HR and operational updates, event reminders and other promotions to support our work culture.

Additional locations are in the works. The Strategic Communications team, part of UF Health Communications, will manage content in line with their other multimedia tools. Topics will come from priority projects being given public relations and marketing attention and adapted for the relevant audiences. We are excited for what the future holds with this new way to communicate to our audiences. ■



Where are the digital signs?

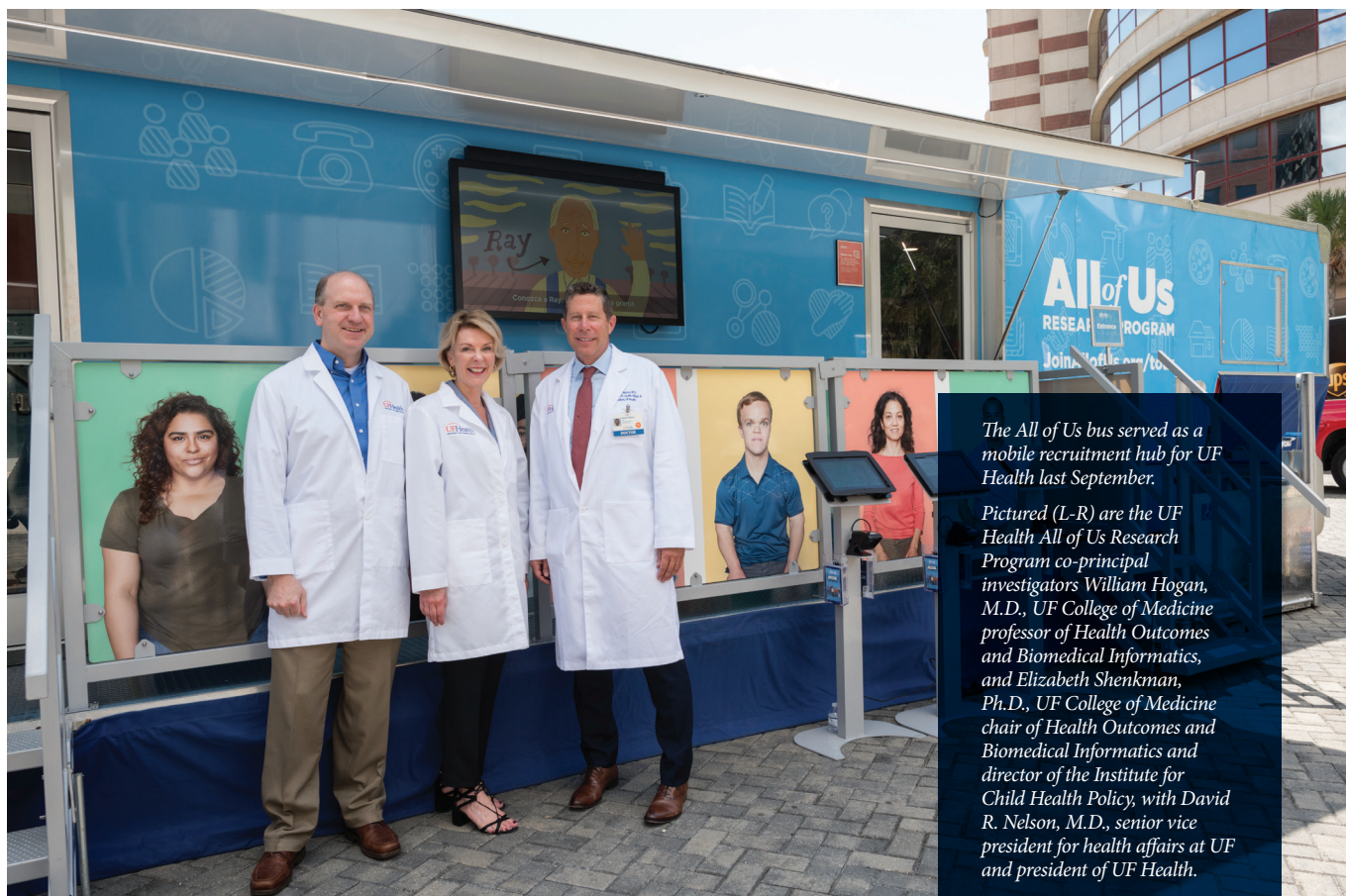
- Three locations in UF Health Shands Hospital
 - Ground floor staff elevator bay (east side of building, near radiology)
 - First floor staff elevator bay (east side of building, near the UF Health Shands Pediatric E.R.)
 - Hallway by the food court and Gift Stop (near Atrium entrance)
- Two locations in the UF Health Shands Cancer Hospital
 - First floor staff elevator bay
 - Third floor public elevator bay (near Terrace Café)
- 1329 Building lobby (near HR main entrance)

UF HEALTH | RESEARCH+DISCOVERY

ADVANCING HEALTH RESEARCH TO BENEFIT FUTURE GENERATIONS

All of Us Research Program marks first anniversary at UF Health

BY KIM ROSE



The All of Us bus served as a mobile recruitment hub for UF Health last September.

Pictured (L-R) are the UF Health All of Us Research Program co-principal investigators William Hogan, M.D., UF College of Medicine professor of Health Outcomes and Biomedical Informatics, and Elizabeth Shenkman, Ph.D., UF College of Medicine chair of Health Outcomes and Biomedical Informatics and director of the Institute for Child Health Policy, with David R. Nelson, M.D., senior vice president for health affairs at UF and president of UF Health.

In May, we marked the one-year anniversary of UF's involvement in the groundbreaking nationwide All of Us Research Program. The mission for All of Us complements ours: to support health research and improve health for all Americans.

The National Institutes of Health-funded program is designed to gather health data from at least 1 million people within five years and follow participants for a decade in order to advance precision medicine. Precision medicine is personalized health care based on factors including where an individual lives, what they do and their family health history. Researchers will study the impact of differences in lifestyle, environment and genetic makeup on individual health.

In May 2018, UF joined the SouthEast Enrollment Center, or SEEC, which includes UF, the University of Miami, Emory University and the Morehouse School of Medicine. More than 25 medical institutions are involved in All of Us. Data gathered by the All of Us Research Program will provide an avenue for use by researchers around the world.

"Our goal at UF is to recruit 15,000 participants from around the state over the next five years," said **Elizabeth Shenkman, Ph.D.**, co-principal investigator for the All of Us Research Program at UF Health.

Shenkman is the UF College of Medicine chair of Health Outcomes and Biomedical Informatics and director of the

Institute for Child Health Policy. She and **William Hogan, M.D.**, UF College of Medicine professor of Health Outcomes and Biomedical Informatics, are co-principal investigators for the All of Us Research Program at UF Health as well as the OneFlorida Clinical Research Consortium. OneFlorida is collaborating closely with the SEEC and serves as the data coordinating center for the consortium.


The UF study team has been recruiting participants, including our own faculty, residents, staff, students and volunteers as well as community members. The regional network aims to strengthen the program's reach into diverse populations, including lower-income, Hispanic and Latino, African American and rural communities.

"This is the best way to contribute for anyone who wants to help improve health for future generations. The breadth of this project will be astounding," Shenkman said. "All of Us has the potential to impact thousands of other studies covering a wide variety of health conditions."

Participants are asked to complete surveys about their health, share their medical record information and contribute a blood and urine sample that will be used for genetic analysis. The SEEC has already contributed nearly 4,000 medical records across the four institutions to the program. This information is stored for researchers to apply to use to study different diseases, populations or trends over time. Precision medicine has the potential to allow health care providers to inform people about the best ways to stay healthy. If someone becomes sick, precision medicine may help health care teams find the best treatment for that individual.

According to **David R. Nelson, M.D.**, senior vice president for health affairs at UF and president of UF Health, "The program needs participants who care about improving the health of everyone, people who are willing to share information about themselves that could help cure diseases in our lifetime.

"This initiative represents a new era for precision health to enable more proactive and personalized health care that empowers people to lead healthy lives."

Visit UFHealth.org/research-study/all-us-research-program for information and <http://bit.ly/AoU-HSC> to enroll. 

All of Us to date: So far, so good

- The SouthEast Enrollment Center has recruited more than 8,000 full participants to date.
- UF has recruited more than 1,100 full participants.
- UF Health coordinates data for the SouthEast Enrollment Center consortium. We have submitted approximately 4,000 electronic health records for this project to date.

UF Health awareness efforts

- Hosted the All of Us Journey bus on campus in September
- Shared program information and presented the game ball at the March Florida Gators Women's Basketball game
- Participated in the March UF College of Pharmacy Precision Medicine Conference, with keynote speaker Joshua Denny, M.D., M.S., FACMI, who leads the All of Us initiative and is a biomedical informatics and medicine professor at Vanderbilt University Medical Center
- Continues to participate in various community events to share information and recruit participants in North Central and Northeast Florida.

Confidentiality: Safeguarding participant information

All participant data, including genetic data, are encrypted on protected computers that are security-tested regularly. Participants' names and other direct identifiers, such as addresses, are removed and replaced with a code. The data will be accessible to researchers in the U.S. and around the world to accelerate health research and medical breakthroughs. There are strict rules researchers must follow to access the data to keep participant information secure.

QUALITY PROGRESS HIGHLIGHTED DURING PATIENT SAFETY AND QUALITY WEEK

Theme: Communication in health care

BY RACHEL RIVERA

Each spring, UF Health faculty, residents, staff and students gather to celebrate Patient Safety and Quality Week, presented by the UF Health Sebastian Ferrero Office of Clinical Quality and Patient Safety. Events this year focused on communication in health care and featured a keynote speaker, quality improvement project presentations, poster sessions and the Quality Hero Awards recognition dinner.

PATIENT SAFETY AWARENESS ACTIVITIES

TEAM SAFETY AND QUALITY AWARDS

Our UF Health colleagues demonstrate a strong commitment to patient safety and quality improvement via multidisciplinary initiatives and original projects. The Team Safety and Quality Awards recognize the best collaborative team projects among providers. Through a rigorous review process, the following five teams received this distinction:

- UF Health Orthopaedics — Adult Arthroplasty and Joint Reconstruction
- UF Health Shands Hospital — Medicine Hospitalist Service Units 74 and 75
- UF Health Lung Transplant Program
- UF Health Heart & Vascular Hospital — Cardiac Surgery ICU Unit 77
- UF Health Shands Hospital — Admission Discharge Transfer Unit

IMPROVEMENT PROJECT SESSIONS



Quality leaders received 82 abstracts, 80% of which were first-time submissions. After review by the committee and executive leadership, five of the top abstract authors participated in podium presentations. The selected abstracts were:

- Reducing Central Line Bloodstream Infections Through Multidisciplinary Central Line Quality Rounds
- Improving Interdisciplinary OR-to-ICU Handoffs in the Cardiac ICU

Dissolving Barriers to Continuity Across the Care Spectrum

Improving CMS Pass/Fail Rates for Sepsis Patients in the Emergency Department

Defining Metrics for Financial Outcomes in a Medication Assistance Program Implemented in a Large Academic Medical Center

A panel of UF Health Shands leaders and UF College of Medicine faculty members judged each presentation. This year, “Dissolving Barriers to Continuity across the Care Spectrum” won the Best Abstract and Presentation Award at the Quality Hero Awards recognition dinner.

KEYNOTE SPEAKER AND PANELIST DISCUSSION



Our keynote speaker was Carma Bylund, Ph.D., an associate professor in the UF College of Journalism and Communications department of public relations. She has additional appointments in the college’s STEM Translational

Communication Center as well as in the UF College of Medicine department of medicine’s division of hematology/oncology. Her didactic presentation, “Communication in Health Care: Research, Evidence and Best Practices from Experienced Clinicians,” demonstrated research and evidence-based outcomes from provider and patient behaviors.

Attendees learned about several communication best practices that clinicians at UF Health have successfully used. They were encouraged to identify one new behavior or process to integrate into their own daily practice for an improved patient experience.

Five UF Health quality top performers joined Bylund for a panel discussion. Topics included their own patient communication experiences: how they communicate to facilitate understanding with patients; how they address challenges with patients and families; and the critical role of collaborative communication between faculty, nurses and staff.

For more information about Patient Safety and Quality Week events, including the poster session and leadership series, or to access livestream links, visit the Quality Section on the Bridge homepage at Bridge.UFHealth.org under “FYI: Announcements — Quality.”

The panelists included:

Parker Gibbs, M.D., chief medical officer, UF Health Shands; professor of orthopaedic surgery, UF College of Medicine

Jeffrey Budd, M.D., assistant professor, division of general internal medicine, UF College of Medicine

Marie-Carmelle Elie, M.D., associate professor, department of emergency medicine, UF College of Medicine

Laurel Barwick, R.N., clinical leader, Pediatric Critical Care ICU, UF Health Shands Children’s Hospital

Dylan Moquin, RPSGT, R.S.T., coordinator, UF Health Sleep Center

Bylund shared evidence-based best practices that affect patient satisfaction:

Sitting down: Patients perceived their doctors to have stayed in the room longer when the doctor sat down when addressing them at the bedside, versus when the physician stood next to them. Hospitalists who sat down scored significantly higher on listening and explaining in patient satisfaction surveys.

Listening: Active listening is associated with greater patient satisfaction.

Agenda-setting: Careful use of language, such as the words “something” versus “anything,” helps clinicians open the door to understanding their patients’ expectations. Saying, “Is there something else that you want to address in the visit today?” is preferable to saying, “Is there anything else that you want to address in the visit today?” Changing just this one word has shown to eliminate 78% of patients’ unmet concerns.

Patient preferences for shared decision-making: Most patients prefer sharing decisions with their clinicians. Including patients in the health care process is critical to their positive experience.

QUALITY HERO AWARDS RECOGNITION DINNER



The Quality Hero Awards recognize outstanding individuals for patient safety, quality and patient experience. Multiple individuals were nominated as Quality Heroes this year. Nominees included physicians, residents, nurses, pharmacists and ancillary staff from diverse disciplines and departments.

Winners included:

- Outstanding Faculty/Advanced Practice Provider: Tiago N. Machuca, M.D., Ph.D.
- Outstanding Faculty/Advanced Practice Provider: Nila S. Radhakrishnan, M.D.
- Outstanding Housestaff: Tyler J. Loftus, M.D.
- Outstanding Ancillary Clinical Staff: John P. Delano, M.P.H., C.I.C.
- Outstanding Non-clinical Staff: Zachary I. Pollard
- Outstanding Patient Experience: Ann M. Charles
- Kathy Gamble Nursing Quality Award: Tara L. Jendzio, D.N.P., R.N.

Thank you to everyone who participated in 2019 Patient Safety and Quality Week activities. 

“Thank you to everyone for their continued pursuit of quality and safety efforts and services to and for our patients. It was clear to me throughout the week that teams really value their members and are proud to work at UF Health. I was impressed by the interprofessional involvement in the efforts as well as the interprofessional presence at activities during the week. As always, my door is open to hear about opportunities and successes for quality and patient safety.”

— MICHELE LOSSIUS, M.D., CHIEF QUALITY OFFICER FOR UF HEALTH SHANDS HOSPITALS
AND CLINICAL PROGRAMS AND UF COLLEGE OF MEDICINE ASSOCIATE PROFESSOR OF PEDIATRICS

UF HEALTH SHANDS | CARE+QUALITY

NEW iCARE INITIATIVE SET TO LAUNCH THROUGHOUT HOSPITAL UNITS

Shhh ... Silent hospitals help healing for our patients

BY RACHEL RIVERA

The iCARE program recently celebrated its first birthday so it seemed like the perfect time to look at the Clean And Restful Environment initiative aimed at improving the overall experience for not only our patients but also our visitors and colleagues.

HOW ARE WE DOING?

Patient experience scores for cleanliness and quietness significantly increased within months of the iCARE launch. It was a step in the right direction and reinforced how important a clean and restful environment is to our patients. Our iCARE champions and adopters identified areas for improvement and came up with creative solutions to improve the overall patient experience.

Cleanliness was a major focus during the first year, and now the focus will shift to quietness. Research shows that decreasing noise in patient care areas aids in the healing process and helps facilitate speedier recoveries.

WHAT'S NEXT?

The iCARE team is excited to announce the launch of our newest campaign — “Shhh ... Silent Hospitals Help Healing” on patient units. The campaign serves as a general reminder to be attentive to unnecessary

noise levels, and best of all, it features children and grandchildren of our very own faculty and staff.

“We hope that by featuring our very own employees’ children or grandchildren, it will boost morale and encourage our faculty and staff to be more aware of their noise when in patient care areas,” said **Irene Alexaitis, D.N.P., R.N., NEA-BC**, UF Health Shands chief nursing officer and chair of the iCARE committee. “Quietness is integral to the healing process and we want to make sure our patients and visitors know that we are doing everything we can to provide the best healing environment possible.”

Last fall, we asked faculty and staff to submit a photo of their child or grandchild so we could have ‘models’ for the campaign. In total, we received photos of 105 kids. The iCARE committee selected 10 participants.

Amanda Lutz, M.O.T., OTR/L, D.R.S., an occupational therapist with the UF Health Shands Rehab Center for Kids at Magnolia Parke, nominated her daughter, Claire, to be part of the Shhh ... campaign.

“Claire loves to play dress-up and even has a toy stethoscope,” Lutz said. “I knew she would love to pose as ‘Dr. Claire,’ which is why I submitted her for this campaign. Our family also laughed that it

was ironic to have her telling others to be quiet as volume control is a challenge for our sweet girl.”

As employees, we become accustomed to hospital noises — beeping monitors and pagers, loud cellphone ring tones, squeaky wheels on carts and discussions with co-workers — but patients aren’t used to the noise. We need to be cognizant of noise in patient care areas: Sounds can be magnified and misinterpreted, increasing agitation or causing confusion for some patients. Creating a calm and peaceful atmosphere, without distracting and unnecessary noise, shows our commitment to providing outstanding quality care and compassionate, attentive service for our patients and their families.

Lutz experiences firsthand the importance of quietness for our patients.

“Working in pediatrics, I see the value of having designated quiet spaces to promote healing with decreased stress,” Lutz shared. “I think using adorable pictures, like the ones being used for this new campaign, will help catch the attention of staff and visitors as a reminder to use quiet voices where necessary.” ■

LOUD FLOORS NO MORE

Throughout UF Health Shands Hospital, 178 thresholds — the metal strip that runs across the bottom of a doorway — have been replaced to help reduce crossover noise. In addition to these replacements, 90 noisy wheels on food and nutrition or pharmacy carts have also been replaced. These small measures significantly help eliminate unnecessary noises on our patient floors.

The committee would like to thank everyone who sent in a submission. It was so much fun seeing each of these young, bubbly faces and imagining them as a “Shhh ... kid.” While it was hard narrowing the number down to 10, we hope you enjoy this fun campaign and that it helps improve quietness around our hospitals!



Kid: Adan

Grandmother: Michelle Barrett, manager,
UF Health Shands Human Resources
Employee Relations



Kid: Kainon

Mother: Shana Cline, R.N., registered nurse,
UF Health Shands Children's Hospital
Pediatric Cardiac ICU



Kid: Kazarriah

Mother: Felicia Shenbanjo, training associate,
UF Health Shands Admissions



Kid: Camden

Father: Michael Graziano, supervisor, UF Health
Shands Facilities Maintenance Operations



Kid: Javier

Mother: Aiesha Clarke, vendor coordinator,
UF Health Shands Food and Nutrition Services



Kid: Makenzie

Mother: Christine Simmons, B.S.N., R.N., clinical
leader, UF Health Shands Cancer Hospital
Surgical Services



Kid: Claire

Mother: Amanda Lutz, M.O.T., OTR/L, D.R.S.,
occupational therapist, UF Health Shands Rehab
Center for Kids at Magnolia Parke



Kid: Briceston

Mother: Cynthia Orton, office representative,
UF Health Orthopaedics and
Sports Medicine Institute



Kid: Lyla

Grandfather: Keith Swart, medical technologist,
UF Health Shands Hospital Point of Care



Kid: Ramsey

Father: Richard Brinkley, dosimetrist,
UF Health Radiation Oncology

UF HEALTH SHANDS | CARE+QUALITY

RESIDENTS AND FELLOWS ARE ESSENTIAL TO OUR HEALTH CARE TEAMS

Welcoming new UF College of Medicine housestaff

BY KIM ROSE

Each June, we begin orienting new residents and fellows to our hospitals and outpatient programs. Our UF College of Medicine Graduate Medical Education, or GME, office supports these “housestaff” for an average of three to seven years while they continue their education.

There are currently about 974 UF College of Medicine residents and fellows treating patients under the supervision of faculty physicians at UF Health Shands and UF Health Physicians. Residents begin work at a hospital after medical school graduation. Fellows are physicians who completed their residency and are pursuing additional education and specialization.

“We’re an academic health center and our mission includes the call to educate and train future generations of health care providers and leaders,” said **Ed Jimenez**, UF Health Shands CEO. “The residents and fellows are supervised by our faculty physicians and they practice side-by-side with our nurses and clinical staff. They are a vital part of our health care teams, dedicated to quality care and the patient experience.”

Jimenez added that patients benefit from UF Health’s team-based approach. Interdisciplinary collaboration and training among providers guarantee patients receive individualized, outstanding medical service, whether they receive routine care or are here for complicated surgical procedures or treatments.


Supported by our GME program, these new doctors also receive a stipend from the government. The GME team is responsible for housestaff and conducts orientation, manages complaints, offers free counseling and ensures housestaff have a positive and successful experience.

UF’s GME office is also responsible for evaluating and advancing housestaff education. The program is governed by the Accreditation Council for Graduate Medical Education, or ACGME. Yearly self-evaluations and random site visits from the ACGME ensure it meets accreditation standards.

In December, **Julia Close, M.D.**, became the UF College of Medicine associate dean of graduate medical education and the

designated institutional official, or DIO, for UF Health’s GME programs in Gainesville. She oversees the college’s 82 ACGME-accredited programs staffed by residents and fellows.

Close has been on the college faculty for 10 years, most recently as assistant chief of medical service for the Malcom Randall VA Medical Center. She is an associate professor of hematology/oncology and the former director of the UF Hematology/Oncology Fellowship Training Program.

“This is an exciting and challenging environment for medical education. In my role, I am a mentor and advocate for our housestaff,” Close said. “My role is to ensure our trainees are engaged in providing high-level quality care for the best patient experience. Our office serves as a liaison between our housestaff and clinical faculty and staff. I strive to be a great champion and resource for residents and fellows to support their best learning at UF Health.” 

2019 HOUSESTAFF BY THE NUMBERS

A detailed look at incoming residents and fellows

Each summer brings a new batch of freshly minted resident physicians to train in our hospitals and outpatient departments. Before they begin their advanced clinical education, they will attend orientation to hear from College of Medicine leaders and learn about UF Health patient safety and quality initiatives, hospital and clinical programs and system resources. They are also required to complete Hospitality and Service training.

974 residents and fellows in our Gainesville program

281 new residents and fellows

69 residents from medical schools in Florida

28 residents who graduated from the UF College of Medicine


UF HEALTH | RESEARCH+DISCOVERY

LAB NOTES

Check out recent research developments at UF Health



HELPFUL BACTERIUM SHOWN TO FORTIFY **NEWBORNS'** **IMMUNE SYSTEM** IN ANIMAL MODEL

Among newborn infants, intestinal infections can be quick and dangerous. A UF Health researcher has shown a beneficial bacterium fortifies the nascent immune system to fight these infections in mouse models. The bacterium is derived from gut microorganisms found in breastfed human infants. It works by reducing inflammation that leads to necrotizing enterocolitis, which destroys intestinal tissue and kills 20 to 30 percent of premature infants who get the disease. The findings show the strain of *Propionibacterium* is potentially effective and establishes how it mobilizes to fight infections. The findings are significant because they show the immune system can be bolstered to ward off serious, potentially fatal intestinal infections shortly after birth. 



COMMON FOOD POISON TOXIN AND LINK TO COLORECTAL CANCER

UF researchers have found a link between colorectal cancer in mice and the most commonly reported bacterial cause of food poisoning in the U.S. Little is known about *Campylobacter jejuni*, a bacteria that causes diarrheal illness, or its effect on cancer. Around 2 million cases of human campylobacteriosis ranging from loose stools to dysentery occur each year in the U.S. Some *Campylobacter jejuni* species have a toxin called cytolethal distending toxin, or CDT. The researchers demonstrated that this CDT toxin from the *Campylobacter jejuni* is essential to causing colorectal cancer in mice.

UF HEALTH SHANDS | AWARDS+KUDOS

CELEBRATING LONG-TERM EMPLOYEES AT ANNUAL MILESTONE SERVICE AWARDS

Honorees given “rock star” treatment at banquet

BY MICHELLE MOORE



Meet some of our other rock stars — 40-year honoree Cindy Cowart, office representative, UF Health Rehab Center for Kids at Magnolia Parke

Every day, thousands of patients walk through our doors at UF Health Shands. We each play a vital role to ensure they receive the care and service they deserve. Hundreds of our colleagues have spent a decade or more of their careers at UF Health living our mission. Some have been here for 45 years or longer! These long-term employees have evolved along with our organization and have contributed to our success, and our leaders recognize them annually at the Milestone Service Awards banquet.

“Planning the Milestone Service Awards not only allows me to be creative, but it’s a great reminder of how much people love working at UF Health. The honorees are excited to be recognized by their peers and their leaders, and they take tremendous pride in celebrating their history here,” said **Kristi Gaver**, UF Health Shands Human Resources Employee Relations event planner and project coordinator. “I say this all the time, but I think it’s pretty incredible that one of the biggest components of my job is to put on an event that celebrates our staff, and I love every element of the process.”

On March 7, more than 750 employees and guests gathered at the Exactech Arena at the Stephen C. O’Connell Center to be honored. The festivities included special tributes, a real red carpet and star treatment, photo opportunities at the wall of roses, a violinist and harpist, a cocktail reception and dinner.

One of our biggest featured stars was 50-year honoree **Voncea Brusha, A.S.N., R.N.**, a registered nurse and well-known star of the UF Health Shands Hospital Mother/Baby Unit. (Read more about her on page 18 of this newsletter.)

“This year, we had more 40- and 45-year honorees than ever, and we even had a 50-year employee,” Gaver said. “These employees worked in all sorts of areas across the institution, and I think their longevity shows how important each and every position is to the success of UF Health as a whole. People truly find their second home here!” **+**



15-year honoree Reginald Howard, assistant, UF Health Shands Food and Nutrition Services



30-year honoree Tom Whitney, Systems Software Support database administrator, UF Health IT Services



35-year honoree Bertha Williams, unit clerk, UF Health Shands Hospital Post Anesthesia Care Unit



**Years of service this year's honorees
have given to UF Health Shands**

13,335

Years of Service	Number of Honorees
10	257
15	172
20	104
25	78
30	63
35	35
40	18
45	6
50	1

UF HEALTH SHANDS | AWARDS+KUDOS

VONCEA BRUSHA RECOGNIZED AS “FACE” OF UF HEALTH SHANDS

Meet this year’s 50-year milestone honoree

BY REMI STORCH



Voncea Brusha, A.S.N., R.N., celebrated 50 years of service and received special recognition by UF and UF Health leaders at the Milestone Service Awards banquet. (L-R) Kent Fuchs, Ph.D., UF president; James J. Kelly Jr., UF Health Shands senior vice president and chief financial officer; Irene Alexaitis, D.N.P., R.N., NEA-BC, UF Health Shands chief nursing officer and Nursing and Patient Services vice president; Janet Christie, UF Health Shands Human Resources senior vice president; Joseph A. Tyndall, M.D., M.P.H., UF College of Medicine interim dean; Voncea Brusha; and Ed Jimenez, UF Health Shands CEO.

“She really values what this organization stands for and incorporates it into her life.”

Voncea Brusha, A.S.N., R.N., accepted her long-term service award as if she was accepting an Oscar, and rightfully so after 50 years as a UF Health Shands Hospital Mother/Baby Unit nurse. She captivated the crowd at the annual Milestone Service Awards banquet with words of wisdom, expressing her love and gratitude to her co-workers and friends at UF Health Shands.

“In spite of the challenges inherent to this career, there burns an incredible flame of satisfaction that doesn’t die ... The key was finding the right fit, a job I loved that has enabled me to continue to serve for so many years,” Brusha said.

Brusha has spent her entire career in the Mother/Baby Unit. She said some of her most endearing moments occur when she meets patients she took care of years before. Brusha now has helped deliver three generations of babies born at UF Health Shands.

“Voncea is like a monument to UF Health nursing,” said **Irene Alexaitis, D.N.P., R.N., NEA-BC**, UF Health Shands

chief nursing officer and Nursing and Patient Services vice president. “She is the most dedicated nurse that I know.”

Her colleagues not only appreciate her vivacious energy, but her incredible dedication to her work.

“She really values what this organization stands for and incorporates it into her life. UF Health is her heart,” said **Patricia Hodges**, assistant manager of Admissions in the UF Health Shands E.R.

The community Brusha has built and the people she continues to motivate at UF Health Shands remain a hallmark of her ongoing service. She is a source of inspiration and knowledge for nurses young and old as well as physicians and staff.

Brusha said, “My childhood dream of being a nurse has been fulfilled throughout my 50 years of continued learning, gaining as well as sharing knowledge, and enhancing my skills in caring for others.” **+**

UF HEALTH | AWARDS+KUDOS

NELSON NAMED TO TOP UF HEALTH POST

New leader is a 26-year UF faculty physician

BY DOUG BENNETT



David R. Nelson, M.D., has been named senior vice president for health affairs at UF and president of UF Health, UF President **W. Kent Fuchs** announced on April 30.

For nearly a year, Nelson — also a professor of medicine, assistant vice president for research at UF and director of the UF Clinical and Translational Science Institute — served as the

interim in this important role for our academic health center, and has impressed faculty, staff and students alike with his ability to ensure our research, teaching and patient care missions have continued to move forward.

“Dr. Nelson is a highly respected and remarkably talented physician, researcher, scholar and educator — all qualities that make him the right leader for UF Health at a key moment in its trajectory,” Fuchs said. “With him at the helm, I am confident that UF Health in Gainesville, Jacksonville and throughout the state will accelerate its rise as one of the most exceptional and influential academic health centers in the Southeast and beyond.”

Nelson has successfully guided operations for all components of UF Health, with campuses in Gainesville and Jacksonville. This includes six health science colleges, nine interdisciplinary research centers, two hospital systems and more than 100 physician practices.

In recent months, he has already begun to hold important and collaborative conversations with key leaders at the health system and the university aimed at strategically positioning the system for smart growth; enhancing operations; supporting faculty, staff and students; and fostering a diverse, inclusive and equitable community. He also has continued to explore ways to optimize the speed of the translation of research, bringing

science to the bedside and to the community to improve patient care for individuals and populations.

At the same time, Nelson continued to direct the UF Clinical and Translational Science Institute, which he has led since 2010. The CTSI has served as a catalytic hub for translational science at UF, throughout the state and across the country. The CTSI has received two National Institutes of Health Clinical and Translational Science Awards totaling more than \$42 million since 2009, and he helped drive the institute’s mission to speed the translation of scientific discoveries into better health by transforming the university’s ability to advance research across a wide range of disciplines, diseases and populations.

“I am honored to continue to serve this great university and its health system in this important position in support of our stellar faculty, staff and students who work so hard every day to advance our missions of high-impact research, outstanding education and top-quality patient care,” Nelson said. “I am looking forward to fostering an environment that helps people connect and collaborate, whether it’s around translational, interdisciplinary research, the training of the health care practitioners of tomorrow or the introduction of clinical innovations that will improve patients’ lives.”

In total, Nelson — who with his wife, UF Health anesthesiologist **Jill Freedman, M.D.**, raised their two sons in Gainesville after they were born at UF Health Shands Hospital — has spent 26 years working at UF’s academic health center. An expert in liver disease, his research has generated more than \$80 million in funding and he has authored more than 200 publications. He has held multiple leadership roles in his area of expertise, co-authoring the U.S. treatment guidelines for hepatitis C and representing the U.S. on the World Health Organization HCV guidelines committee. As a principal investigator on basic science, translational research and training grants, he co-leads an international hepatitis C research network and oversees multiple ongoing clinical trials.

“The university will greatly benefit from his insights and thoughtful leadership,” Fuchs said. ■

UF HEALTH SHANDS | CARE+QUALITY

JIMENEZ ELECTED BOARD CHAIR OF STATE SAFETY NET HOSPITAL ALLIANCE



UF Health Shands CEO **Ed Jimenez** has been elected to chair the Safety Net Hospital Alliance of Florida's board of directors. The group advocates for the state's 14 flagship safety net hospital systems, which provide the most advanced critical care to patients regardless of their ability to pay.

Jimenez will serve a two-year term on the 14-member board, composed of CEOs from teaching, public, children's and regional perinatal intensive care hospitals. SNHAF hospitals provide specialized care to uninsured, underinsured and Medicaid patients. They also train the next generation of physicians and nurses, conduct leading-edge research that leads to important medical advances and provide lifesaving services such as organ transplantation, intensive burn treatment and the highest-level trauma care.

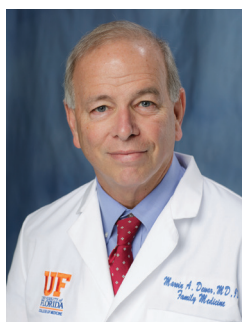
"I am especially proud to be a part of the team that advocates for the resources that provide health care services to our neediest residents. Safety net hospitals depend on state and federal funding, so the Hospital Alliance's role is crucial," Jimenez said.

SNHAF hospitals are public or not-for-profit, mission-driven facilities that put patients before profits. Funds from reimbursed services are reinvested locally in health services, facilities, equipment, innovation and jobs.

As a large and diversified academic health center that operates teaching and safety net hospitals in Gainesville and Jacksonville, UF Health has a broad range of expertise and specialized programs, including the UF Health Shands Burn Center, the UF Health Shands Transplant Center, two Level 1 trauma centers and two neonatal ICUs. UF Health also runs a robust physician residency program that trains the state's future health care providers.



C. Parker Gibbs Jr., M.D.



Marvin Dewar, M.D., J.D.



Ellen Zimmermann, M.D.



Mark Segal, M.D.

UF HEALTH COLLEGE OF MEDICINE | CARE+QUALITY

NEW LEADERSHIP APPOINTMENTS ANNOUNCED

Orthopaedic oncologist **C. Parker Gibbs Jr., M.D.**, chief medical officer for UF Health Shands, was named senior associate dean for clinical affairs for the UF College of Medicine, a position most recently held by **Timothy C. Flynn, M.D.**, until his retirement last September after nine years in the role. **Marvin Dewar, M.D., J.D.**, will remain UF College of Medicine senior associate dean and chief executive officer of UF Health Physicians.

In May, **Mark Segal, M.D., Ph.D.**, was named UF College of Medicine senior associate dean for faculty affairs and professional development, and **Ellen Zimmermann, M.D.**, was appointed UF College of Medicine associate dean for faculty development. These positions address areas of responsibility previously overseen by **Marian Limacher, M.D.**, who retired in April.

Together, they make up a strong leadership team that will focus on continuing to propel the college forward in the ongoing provision of safe, high-quality patient care and excellence in the patient experience, as well as to support our faculty in their efforts to grow professionally and succeed across all missions.