

Page 14: PERSONAL TOUCHES AT THE OAKS

Employees provide the finishing touches for the newest UF Health expansion

Page 22: PROBLEM-SOLVING IS THEIR BUSINESS

Patient advocates improve our patient experience

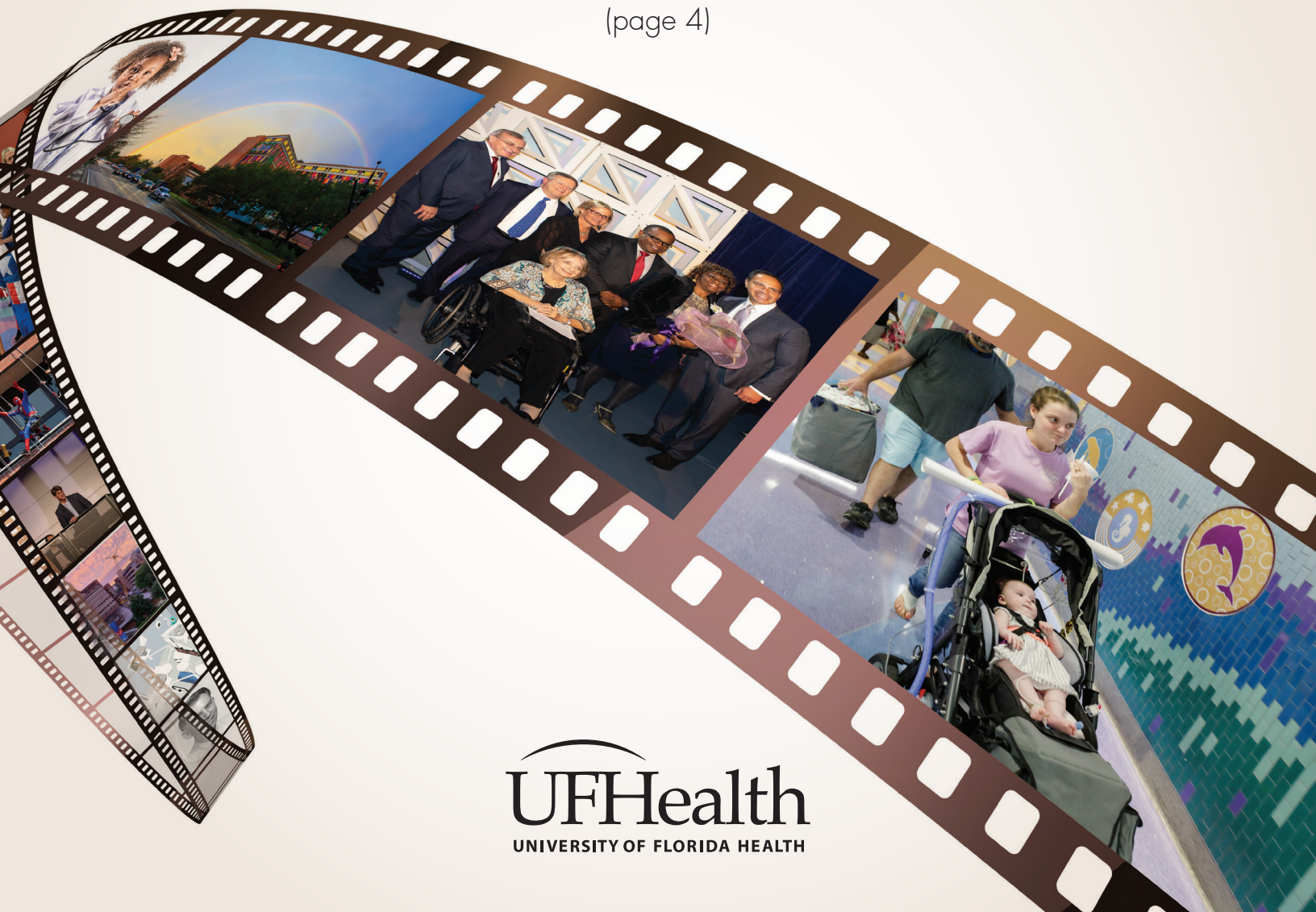
Page 28: THE OAKS IS OPENING

Details about services offered and open houses

THAT'S A WRAP!

Superheroes and beyond — 2019 was filled with inspiration, innovation and hope.

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UF HEALTH | CARE+QUALITY

A MESSAGE FROM ED JIMENEZ

A look ahead: What's in store for 2020

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FSC LOGO

For the New Year, UF Health Shands CEO **Ed Jimenez** anticipates our priorities for the hospital system over the next 12 months.

What overall message do you want to share with faculty and staff as we begin the year?

It's important to look back and feel pride for the amazing accomplishments we've made, because every person in the organization contributes in some way to enable UF Health to serve our patients and communities and to move medicine forward. We're now building on these efforts and we need to stay focused on everything that contributes to the best possible experience for our patients.

Meanwhile, we have to keep supporting, valuing and listening to each other. It's our relationships and teamwork that make UF Health a great place to do this important work and improve lives together.

What priorities are ahead? Let's start with patient care.

Our priorities don't change. Our goals stay consistent: We have to deliver the best patient care and service we can, in every opportunity. There are so many examples throughout the organization of how we're getting this right: We're the No. 1 in the Southeast for lung transplant survival. Many programs have incredible results thanks to our talented faculty and staff.

We're excited to partner with the College of Medicine to take science to the bedside as fast as possible. We're looking at new ways to take advantage of the scientific expertise here to benefit our programs, care teams and, of course, our patients.

Why are the national rankings so important?

Being ranked among the top universities and health systems nationally supports all our goals. Our reputation helps us recruit the best faculty and staff, attract the brightest students, pull in research grants and funding and support philanthropic efforts — and shows patients we are their best choice for quality care and outcomes.

Our national best hospital rankings for adult and pediatric services (by U.S. News & World Report) are commendable. We're rated No. 33 out of all the nation's academic medical centers based on our quality indicators, according to Vizient, which sets the industry standards for safe, quality care and outcomes.

The thing to be proud about is that we're always improving and headed in the right direction thanks to everyone's attention and commitment to excellence. Our goal is to let our work move us up in the national rankings, and let those results motivate and inspire us. We have so many patient success stories ahead to celebrate, and that's what drives everything.

What's ahead when it comes to growth and expansion?

We go into 2020 with new affiliations, having just announced plans with The Villages and the acquisition of the Central Florida Health hospitals. Plus, we will be moved into our property at The Oaks, with outpatient medical practices and then a surgical center. We'll continue building regional relationships to extend UF Health's expertise and services in collaboration with other providers. Reaching out to meet community needs throughout the area and state remains a priority.



UF Health Shands CEO Ed Jimenez and family: (L-R): daughters Sydney and Alexandra, wife Jennifer, son Andrew and Ed.

We'll also continue upgrades here at the main UF Health Shands Hospital and UF Health Shands Children's Hospital. As we improve infrastructure, we plan to expand capacity where we can to accommodate the increasing demands for care.

Post-acute care for patients leaving our hospital also remains important. We'll also continue to support our rehab hospital teams and the investments in their services with Select Medical. And we'll continue to evolve our focus on homecare and Select Medical's long-term acute care hospital within our main medical center.

You've mentioned investing in staff. Please talk about this.

Our employee engagement is excellent. We don't want to take anything for granted as an employer and a family of faculty and staff. I want people, when they think of themselves in 20 or 25 years, to want to still be here working for UF Health. Therefore, engagement is a priority I set for our managers: To use each year's engagement survey results, take staff feedback and work with their teams to improve the work experience.

Our Nursing and Patient Services division has really excellent practices for engaging, training and supporting staff. We have a

12.2% nurse turnover rate, while the state's average is 18.5%. In other words, we're about 41% above the state average, while there's a lot of competition for highly skilled and talented nurses. That's fantastic, and I credit our nurse leaders and supervisors, as well as faculty support for nursing.

This is just one great example. However, we can't rest on our laurels. Engagement is about the ongoing relationship between staff and managers. People want to be heard and have their input valued and used. We need managers willing to listen and use feedback to tackle problems.

Health care should be an inspiring and rewarding place to work. Our results show us that we have an incredibly motivated workforce. This impacts our patients' experience when our faculty and staff are connected and passionate about what they do. We need to keep work satisfaction a priority.

How else are our executives engaged and leading by example?

We have outstanding leaders who participate. **Dr. Nelson (David R. Nelson, M.D.,** UF senior vice president for health affairs and UF Health president) still runs clinics, sees patients and is an acclaimed physician-researcher.



Dr. Tyndall (Joseph A. Tyndall, M.D., M.P.H., UF College of Medicine interim dean and emergency medicine chair) still takes E.R. shifts. Leaders shouldn't be divorced from the real world.

I'm involved with our hospital operations as I don't want to be out of touch or useless like a captain asleep at the wheel. We have great hospital executive leaders. I'm eager to work with our new chief operating officer as well as our operations leaders, nursing leaders, medical staff executives and core service chiefs as well as our outstanding directors and managers. We have incredible teams and we're an engaged leadership team.

Our leaders are emblematic of how hospitals and business/management teams have to shift and evolve along with the organization.

Anything else?

Personally, I want to be responsive to our staff and to the community. Our leadership team is committed to listening and making progress. We all want to make health care better for our patients, for people throughout Gainesville and North Central Florida, and for consumers across the state.

But it's really simple: People get sick and seek the best place to help them. We do our best to provide the best care for those who need us. This will be another great year because you, our faculty and staff, have that passion and drive to change lives. ➤






2019

THAT'S A WRAP!

An impressive year in review

BY KATHY CAFAZZO



WE CELEBRATED many inspiring accomplishments and important news announcements in 2019 for the UF Health Shands system.

"Thank you to everyone who supported our patient care, operations and business efforts throughout the year. When you reflect on all the significant achievements you made possible, I hope you feel proud to be part of such an incredible organization working to improve patient and community health."

— **Ed Jimenez**, UF Health Shands CEO





Harcourt appointed psychiatric hospital administrator

As we ushered in 2019, **Roxane Harcourt, LCSW, LMFT**, assumed her new role as administrator for UF Health Shands Psychiatric Hospital, following her interim appointment.



“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.”

— **ED JIMENEZ, UF HEALTH SHANDS CEO ON MICHELE LOSSIUS, M.D., BEING NAMED UF HEALTH SHANDS CHIEF QUALITY OFFICER TO SUPPORT THE UF HEALTH SEBASTIAN FERRERO OFFICE OF CLINICAL QUALITY AND PATIENT SAFETY.**



Jimenez elected to state leadership role

UF Health Shands CEO **Ed Jimenez** was elected board chair of the Safety Net Hospital Alliance of Florida.



Iovine appointed chief epidemiology officer

Nicole M. Iovine, M.D., Ph.D., was awarded an expanded UF Health Shands leadership role as chief epidemiology officer.



Brandt promoted to vice president and hospital chief of staff

Anna Michelle Brandt was promoted to UF Health Shands vice president of operations and hospital chief of staff.

Jenkins appointed senior vice president and chief legal counsel

Randall C. Jenkins, Esq., was named UF Health senior vice president and general counsel.

“Randy is exceptionally well-suited to serve in this role and will guide a restructuring of our legal support for our academic health center.” — **David R. Nelson, M.D.**, senior vice president for health affairs at UF and president of UF Health



Spray d'Auguste appointed new chief operating officer

Jimenez announced Traci Spray d'Auguste as UF Health Shands chief operating officer.



Lipori appointed chief information officer

Gloria “Gigi” Pflugfelder Lipori was named UF Health senior vice president and chief information officer, following her interim appointment.



THERE ARE 11,043 EMPLOYEES AT UF HEALTH SHANDS.



“With Dr. Nelson 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.”

— UF PRESIDENT KENT FUCHS ON DAVID R. NELSON, M.D., BEING APPOINTED UF SENIOR VICE PRESIDENT FOR HEALTH AFFAIRS AND UF HEALTH PRESIDENT, FOLLOWING HIS INTERIM ROLE.



THE 2019 MILESTONE AWARDS HONOREES'
YEARS OF TOTAL SERVICE TO UF HEALTH SHANDS:

13,335
years

YEARS OF SERVICE	STAFF HONORED
10	257
15	172
20	104
25	78
30	63
35	35
40	18
45	6
50	1

Brusha honored for 50 years of service

Voncea Brusha, A.S.N., R.N., (second from right) a registered nurse and well-known star of the UF Health Shands Hospital Mother/Baby Unit, was the guest of honor at the hospital system's Annual Milestone Service Awards banquet. She was recognized for an astounding 50 years of dedicated service.

\$124,000
STAFF DONATIONS IN 2019

A decade of Raising Hope at Work

We celebrated the employee giving campaign Raising Hope at Work's decade anniversary of supporting programs for children, education, discovery and care.



iCARE turned 1

The iCARE Clean And Restful Environment program celebrated its first birthday and launched a new program with compelling visual reminders. The "Shhh ..." silent hospitals help healing campaign features staff members' kids on signs and elevator wraps. The effort to reduce noise supports the healing process for patients and improves the overall experience for patients and visitors as well as our staff on inpatient units.



2019 Openings and Renovations:



Updated children's infusion center and clinic

The Pediatric Infusion Center & Specialties Clinic was newly renovated on the fourth floor of the UF Health Shands Children's Hospital, featuring amenities including a larger waiting room and 16 large and more private infusion chairs, each with a TV and gaming station.



Tyler Staab was the first patient seen at the Fixel Institute.

Fixel Institute opened

In January, UF and UF Health received a \$20 million gift from the Lauren and Lee Fixel Family Foundation to establish the Norman Fixel Institute for Neurological Diseases at UF Health, which opened in July. The world-class clinical care and research building reflects a step in providing the nation's most comprehensive and advanced care for Parkinson's disease and other neurodegenerative disorders.

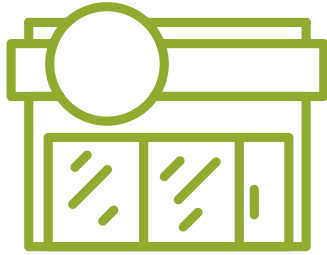


“At the University of Florida and the Florida Recovery Center, we’re committed to helping people identify the best treatment.”

— SCOTT TEITELBAUM, M.D., FASM, MEDICAL DIRECTOR OF THE UF HEALTH FLORIDA RECOVERY CENTER, ON OPENING OF NEW FRC

Renovations began for surgical services

A multiyear renovation project at UF Health Shands Hospital began. It will modernize our second floor ORs with new state-of-the-art equipment, expand the Pediatric and Adult Preoperative and Post Anesthesia Care Unit, or Pre-op/PACU, suite space and provide a new Pediatric Hybrid Cardiac Catheterization Lab and Electrophysiology Hybrid Lab.



New rehab hospital

Doors opened to the UF Health Rehab Hospital, an affiliate of Select Medical — the new 50-bed rehab hospital on Archer Road.



New burn and specialty unit

The newly renovated UF Health Shands Hospital Unit 2425 opened for adults requiring care for burn injuries, severe skin disorders and difficult or chronic wounds. The space also serves patients recovering from reconstructive procedures for ear, nose and throat and plastic surgery.



Honoring burn care pioneer

Hal Gene Bingham, M.D., the UF College of Medicine's former chief of plastic and reconstructive surgery, passed away Sept. 29 at the age of 93. For 23 years, he led the growth of our regional Burn Intensive Care Center at UF Health Shands Hospital.



Telecom upgrades began

Construction began on a 6,265-square-foot, 12-level “chase” on the exterior of UF Health Shands Hospital — an infrastructure upgrade for our IT telecommunications system.

Expanding at The Oaks: Medicine at the mall

UF Health prepared our new medical facility at The Oaks Mall for three specialty practices to open in January in February, followed by a surgical center to open in the summer of 2020 at that location. UF Health The Oaks will feature ophthalmology, otolaryngology (ear, nose and throat & allergy) and audiology services at the new 139,000-square-foot former Sears space.

\$1 Million

CMN reaches fundraising milestone

Children's Miracle Network Hospitals at UF Health Shands Children's Hospital reached a major milestone: \$100 million raised since the program's inception in 1985. Millions raised by CMN each year include Dance Marathon and community events and efforts by local partners and corporate sponsors. Funds support growth for pediatric medical research, patient care, education and equipment.

Many clinical “firsts” and success stories were made possible by our teams at UF Health Shands last year, including a UF Health adult patient who was first in Florida to receive a new pain relief implant for back pain; and a teenager who relied on extreme heart-bypass therapy for more than a year leading up to his successful transplant.



Gene therapy “first” helps 4-month-old

UF Health patient Londyn Wright was the first baby in the country treated with a newly approved gene therapy for a rare and debilitating neuromuscular disease. The UF Health Shands Children’s Hospital team led the procedure to infuse the 4-month-old with Zolgensma during an hourlong procedure to treat her spinal muscular atrophy, a rare and deadly disorder that affects the ability to walk, eat and breathe. Untreated, most babies die before reaching their first birthday.



Trauma center recognition

UF Health Shands Level 1 Trauma Center received verification again from The American College of Surgeons, a distinction given only to trauma centers that meet the most stringent criteria.



U.S. News & World Report rankings

UF Health Shands Hospital and UF Health Shands Children’s Hospital were nationally ranked among the nation’s elite in seven adult and five pediatrics medical specialties by U.S. News & World Report.

Becker’s Healthcare rankings

UF Health Shands was named to the Becker’s Healthcare 2019 list of 100 Great Hospitals in America, which recognizes excellence in clinical care, patient outcomes and staff and physician satisfaction, as well as patient satisfaction and industry innovation, according to Becker’s.



Caped crusaders heroically cured the summertime blues

Superheroes visited young patients at UF Health Shands Children's Hospital.



We recognized our incredible workforce

Leaders thanked staff at multiple celebrations during National Hospital Week.



UF HEALTH SHANDS | FINANCE+FUNDRAISING

UF HEALTH SHANDS EMPLOYEES SHOW THEIR HEART – AGAIN!

100% of donations remain within the state of Florida

BY KATHY CAFAZZO

If you were one of the 1,167 staff members who donated to the 2019 UF Health Shands United Way of North Central Florida campaign, pat yourself on the back!

Once again — we outdid ourselves.

And, again, during our fall United We Stand campaign — we helped top the previous year's donation total.

During the one-month campaign, we raised more than \$252,000 — besting last year's total of \$229,000.

"I am extremely proud of the UF Health Shands community for stepping up and pledging as much as they did," said **Sean Hudson**, UF Health IT Services director of patient management applications, who served as the Steering Committee chair. "We learned a lot during the course of this campaign and are already excited for next year."

The final total is even more impressive considering the shortened preparation timeline of the 2019 campaign. The committee was also led by co-chair **Lara Zamajtuk**, associate vice president of UF Health Shands Nursing and Patient Services, and co-chair **Jennifer Nappo**, director of UF Health Shands Human Resources Employee Relations. The first planning meeting was in June, the campaign launched on Aug. 19 and it ended on Sept. 20.

"We moved the campaign to earlier than in the previous year," Hudson explained. "Our committee faced some challenges, including the abbreviated timeline, but it didn't slow their enthusiasm or passion to do everything they could for the cause. We can't wait to take the momentum from this year's campaign and apply it to 2020."

One partner agency that's close to home is our very own ElderCare of Alachua County — a 100% grant- and donation-funded agency operated by UF Health Shands. Last fiscal year, more than 45,000 meals were delivered to homebound seniors via Meals on Wheels. Although this is a substantial number, approximately 1,400 at-risk seniors are still on the waiting list to receive meals. Your contributions help.

Another reason to feel good about your donation: 100% of the money raised stays within the state of Florida. And 100% of all donations made directly to ElderCare and the United Way Community Investment Fund stay in our six-county area of Alachua, Bradford, Dixie, Gilchrist, Union and Levy.

At UF Health, our efforts to improve quality of life for those we serve are extensive, but our support for the United Way of North Central Florida and community agencies extends our care even further to those who need it most.

Let's continue to unite together for a better tomorrow! ■

Shout-outs:

TOP TOTAL PLEDGE DONATIONS

UF Health Shands Facilities Development — \$13,670

UF Health IT Services Patient Management Applications — \$10,999

DEPARTMENT EMPLOYEES WHO PLEDGED

100+ Employees: UF Health Heart & Vascular and UF Health Neuromedicine Hospitals OR — **71.6%** (73 of 102 employees)

50-99 Employees: UF Health Shands Children's Hospital Medical Surgery Unit 44 — **62.7%** (42 of 67 employees)

20-49 Employees: UF Health Shands Financial Services Billing and Accounts Receivable — BCBS — **90%** (18 of 20 employees)

10-19 Employees: UF Health Billing and Accounts Receivable — Commercial — **100%** (all 12 employees)

DYK:

- 18 departments had 100% participation, paced by donations from all 12 employees in BAR — Commercial.
- A total of 1,167 employees contributed.



UF HEALTH | AWARDS+KUDOS

IT'S MORE THAN JUST A PHOTOGRAPH

Faculty and staff pictures featured at UF Health The Oaks

BY KATHY CAFAZZO

Whenever you have a chance to visit UF Health The Oaks, the newest expansion to our health care system, make sure you look around and check out what's hanging on the walls.

The artwork throughout the building features photography taken by UF Health faculty and staff. Fifty-eight colleagues submitted more than 700 photos for UF Health The Oaks and about 150 pictures by 31 individuals are featured.

The UF Health Shands Arts in Medicine, or AIM, team developed this idea 10 years ago with the opening of the UF Health Shands Cancer Hospital.

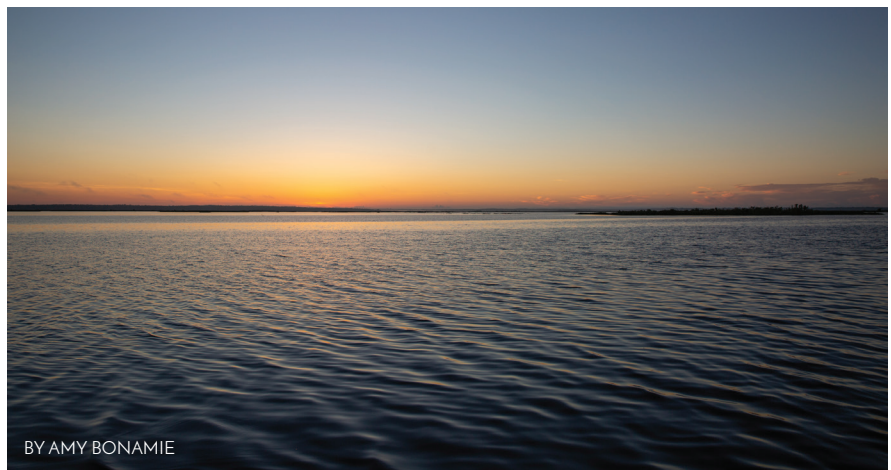
"The concept began when we learned that employees would be migrating from Alachua General Hospital, which was closing, to the new cancer hospital," said **Tina Mullen**, director of AIM. "This also was the first time we were going to ask employees who worked in the main hospital on Archer Road to move to the cancer hospital. This was causing a lot of stress around the idea of moving into a new building, and we wanted to take that into consideration. We wanted staff to feel a sense of ownership of this new building."

Mullen continued, "We made a decision as part of the art program that instead of buying posters for the patient rooms, and since digital photography was becoming really accessible and printing costs were affordable, we could ask employees if they wanted to volunteer their photographs. That way, they would feel part of the new hospital."

They enlisted the UF Health Communications team to issue a "Call to Artists" in all our internal communications tools seeking



BY ERICA JACKSON



BY AMY BONAMIE

submissions from faculty and staff. The team received more than 1,000 entries.

Meanwhile, the same approach has been used to decorate other buildings with faculty and staff photography. You'll see employee art at the UF Health Heart & Vascular and UF Health Neuromedicine hospitals, UF Health Shands emergency centers at Kanapaha and Springhill, both

UF Health Springhill buildings, our UF Health practices on Main Street, the UF Health Medical Plaza and on various units throughout UF Health Shands Hospital and other locations.

"Every time a building at UF Health Shands Hospital renovates, we find a way to include employee work — if not the patient rooms, then for outpatient



BY DOLORES BECK



BY MARK RICHARDSON



BY SHERRY CARTER

SUBMISSION CRITERIA

In keeping with the interior design of our buildings, the AIM team looks for photos that reflect Florida's natural environment — our flora, fauna and springs, beaches or other landscapes.

May says they get a lot of submissions featuring gators and look for variety.

Mullen explained, "We look for nature-based photography that demonstrates a calming mood. People's relationship with nature is pretty universal. We like to have the images about North Central Florida because so many of our patients have a relationship with the area. We sometimes broaden it because employees do lots of different activities, so we have occasionally included photographs from faraway places where employees have traveled."


Next time UF Health announces a renovation or new construction, watch for a "call to artists" and consider submitting your work!

"We wanted staff to feel a sense of ownership of this new building."

— TINA MULLEN, DIRECTOR OF AIM

settings in the exam rooms and sometimes in the clinic at large," said **Robyn May, NCIDQ, LEED AP BD+C**, UF Health Shands Hospital interior designer.

Each piece is tagged with the artist's details.

Mullen said, "AIM uses the arts to bridge the human connection between the health care worker and the person they are caring for. We put the artist's name up alongside their photograph and, in some cases, put up their job title so people make a direct relationship between who provided the work and the fact that they are in the health system." 

GRAND OPENING IN STYLE

The former Sears location at The Oaks Mall is being transformed into UF Health The Oaks, providing our nationally recognized health care services in the long-time shopping epicenter of Gainesville.

UF Health The Oaks will feature three specialty practices: ophthalmology, otolaryngology (ear, nose and throat & allergy) and audiology services, as well as a lab draw station. These services will be provided by UF faculty in the 139,000-square-foot space at 6201 W. Newberry Road. The facility will also have an outpatient surgical center to support ophthalmology and otolaryngology procedures, coming in the summer of 2020.

UF Health The Oaks will also bring changes to other UF Health facilities. The UF Health Eye Center practices, previously located at the UF Health Medical Plaza on Archer Road and at Hampton Oaks on Southwest 62nd Boulevard, will be consolidated at the new Oaks Mall location. In addition, the ENT and audiology practices at Hampton Oaks will also relocate to The Oaks.

UF HEALTH | POLICIES+GUIDELINES

PARKING UPDATE: GOOD NEWS!

Good news for faculty and staff who park in the two busiest UF Health garages! For those using the South Employee Garage (Yellow decal) off Southwest 13th Street and Garage IX/9 (Blue decal) on Archer Road:

Digital “capacity counters” show the number of available parking spaces in each garage. The signs are large and visible upon approach to each garage.

You can install and use the free “ParkingCloud” mobile app to check the real-time status of available spaces in these garages.

Find the app on your mobile device, set up an account and use the provider code “uf-health” to access our garage information. Visit the Bridge intranet “Employee Parking” site for step-by-step instructions.



UF HEALTH | QUALITY+CARE

IS IT THE FLU OR ALLERGIES?

The dreaded first sneeze. The onset of a sore throat. The constant runny nose. Now what?

With such similar symptoms, particularly during the fall and winter months, it can be hard to figure out whether you have the flu, a common cold or allergies. Both a cold and flu are caused by different viruses, whereas allergies are a physical reaction to an allergen or trigger substance. During the winter months, reactions to indoor allergens – airborne dust particles, pet dander, insects and mold – are more prevalent due to less ventilation.

Common symptoms of each ailment include runny or stuffy nose, sore throat, cough and congestion. A common cold and the flu can be hard to distinguish, but the flu is typically associated with more severe symptoms, such as high fever, headaches and fatigue, that are less common with a general cold. These symptoms are not related to allergies, according to Mario Rodenas, M.D., UF College of Medicine assistant professor and a medical director of the UF Health Allergy at Springhill clinical practice.

Allergies can cause typical cold symptoms, but they can also cause itchy and watery eyes, which help distinguish allergies from a cold or flu. Observing a clear, liquid mucus generally points to allergies but a yellow mucus typically indicates a more serious infection.

Additionally, the length of symptoms is one of the best ways to help identify your issue, according to Rodenas. Cold and flu symptoms typically last for about one to two weeks and can often be treated with rest and over-the-counter medicine. Allergy symptoms last as long as you are exposed to the allergen, which can be affected seasonally.

If you are experiencing symptoms for longer than a week or over-the-counter treatments have been ineffective, you should consult your general practitioner or local allergy specialist.



For an appointment with the UF Health Allergy team at Springhill team, call 352-265-0420.

UF HEALTH SHANDS | AWARDS+KUDOS

THE PERFECT BALANCE OF EMPLOYMENT AND DEPLOYMENT

UF Health ShandsCair operations manager supportive of employee's military service

BY DEVIN NORI



This Veterans Day, we honored not only our veterans, but also those who allowed their military and civilian careers to develop together. The Employer Support of the Guard and Reserve sponsors a series of awards to commemorate these allies, including the Patriot Award. This recognition honors supervisors of employees serving in the National Guard or Reserve for their ongoing support during activations and training.

Michael Johnson, a ground medic on the UF Health ShandsCair team, serves as a flight medic in C Co (AA) 1-111th REGT GSAB out of Jacksonville. He began working at ShandsCair about a year and a half ago, and he was met by strong support for his military duties. Johnson nominated his supervisor, **Mark Thomas, B.S.N., R.N., EMT-P**, the UF Health ShandsCair operations manager, for the Patriot Award. Johnson said it was in appreciation for Thomas' encouragement

and for his acceptance of Johnson's commitment to both roles.

"Mark Thomas has been consistently supportive of me as I fulfill my military obligations in the Army National Guard," Johnson said. "There's been a couple things that have popped up over the past year unexpectedly, and he's the first boss I've had who right off the bat told me to go ahead and take care of it without any pushback."

Whether it's taking Johnson off the schedule when he receives last-minute orders or remaining in contact with Army leadership to get documentation squared away, Thomas continues to have Johnson's back. He had no idea he was being nominated, and was completely blindsided when he learned he had won the award.

"I was very honored," Thomas said. "I want to stress that this should be a unit citation because it's not just me helping out. It's all his co-workers and the team supporting him."

The Employer Support of the Guard and Reserve sent a representative, Tim Lambert, to present the award to Thomas in the form of a certificate and accompanying lapel pin. The presentation was held on Nov. 5, just in time for Veterans Day. ➤



MISSION: POSSIBLE

Heeding the call from customers' feedback, officers turn to appreciative inquiry training

BY KATHY CAFAZZO

Our Security department is misunderstood. That was the message received by **Suzanne DeKay**, director of UF Health Shands Safety, Security and External Transportation, after she reviewed results from an internal customer survey from faculty and staff.

"There were comments that the Security team didn't look the part and that staff weren't sure what the officers' roles are," DeKay said, also referring to remarks about the team members' perceived fitness levels.

"I thought to myself, 'They don't know what we do,'" DeKay shared. "They don't understand the abilities, the training or the compassion that my officers have. The heart that they have. How much they are committed to keeping people here safe."

She continued, "We don't hire people who can't do the job. Every single one of them can do the job, so it was a little disheartening when we saw the results of the survey."

DeKay and **Gary Neal**, UF Health Shands security operations manager, immediately rolled up their sleeves and talked about how they could educate their customers and change perceptions.

They knew their officers possessed the training and experience to recognize and, as Neal stated, "de-escalate a potentially dangerous situation before it becomes a situation." This is the heart of their most important skill, which is reinforced with training in de-escalation, crisis intervention, mental health recognition and much, much more.

They turned to **Rachel Enochs**, UF Health Shands Human Resources Development director, and shared their predicament.

Enochs suggested that the department participate in the Appreciative Inquiry, or AI, program. According to the Center for Appreciative Inquiry, AI is focused "on the strengths of individuals, groups and organizations. By utilizing the existing talents, strengths and resources, our clients move from a problem-focus mindset to one of innovation and possibility."

HRD teammates, management development coordinator **Dave Marra** and coordinator **Donna Agerton**, embraced the Security department's challenge and oversaw the four phases to AI training.

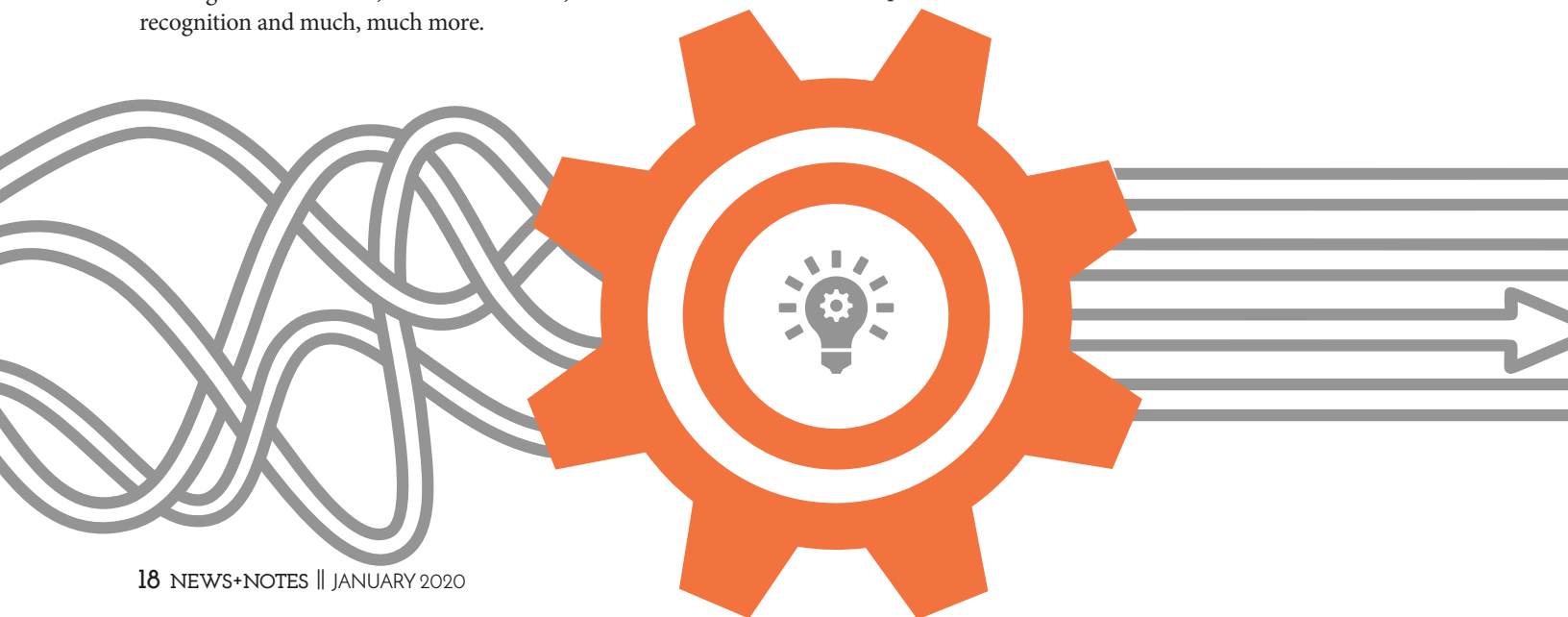
PHASE 1:

Listing what you feel you do best

"It was really interesting to hear the officers tell their stories of when they felt they were at their best," DeKay said.

One officer shared, "I felt the best working here when I was able to talk with someone who had just lost their daughter and let them cry on my shoulder for half an hour."

Another officer recalled a conversation that took place between a patient and one of his officer teammates.



“He overheard a phone call between a patient and her father. She was discharged but didn’t have enough money to put gas in her car to drive home. Her father would have to travel more than an hour to the hospital to give her the cash she needed.

“My teammate walked up to her and told her, ‘Don’t bother.’ He took all of the money he had out of his wallet and gave it to her. It was like she won the lottery. He just gave her money so that she could get gas and go home and not have to stress about it, plus her dad didn’t have to make the trip.”

The proud officer finished, “That made me happy to know that that’s my teammate. He’s someone who has my back and has our patients’ backs, too, when they need it.”

The generous officer in question didn’t — and still doesn’t — want recognition for his act.

“Those are instances when our officers felt the most connected and when they felt like they were doing the best for our organization,” DeKay said. “There were a lot of officers who shared similar stories and none of them were about the other types of service they provide, dealing with conflict and potential physical interactions at times.

“How they see themselves is not how other people see them,” DeKay continued. “That’s what we learned in the first phase.”



PHASE 2:

Magnify what we do best

The second phase focused on how the security officers wanted to define themselves.

“That’s what Appreciative Inquiry is doing — it’s helping us take a look at who we are, how we define ourselves and how it’s working,” DeKay said.

PHASE 3:

Develop a mission and vision

Marra and Agerton are working with staff to develop a mantra they want to live by when they are out and about on our UF Health Shands properties, as well as when they are away from the job.

Neal said, “It’s good to listen to the variations of ideas that our Security officers have because our team is a diverse group of all ages and from all walks of life. When I hear the different ideas they share, things in my mind start to pop up. They are actually helping me help them (in turn).”

PHASE 4:


Get their message out to us, their clients

And the fourth phase — getting their message out — well, you’re reading one of those ways right now.

We’re telling their story. Learning about what our security department is really doing for us.

They aren’t here simply to respond to potential crises, and help ease difficult situations — although that happens a lot. In their day-to-day experience, they do much more.

They are part of our hospital team. They are here to help all of us — patients, visitors and staff alike — feel safe and secure in many different ways.

Be on the lookout for additional stories about our Security officers to learn more about the diverse and important services they provide. 

UF HEALTH SHANDS | AWARDS+KUDOS

WELLNESS WARRIORS ENJOY A HEALTHY COMMUTE

Creative ideas for adding exercise to your day

BY AYN SLEY FANIZZI

**Jennifer Greene, P.T., D.P.T.**

20 NEWS+NOTES || JANUARY 2020

We all know how important getting daily exercise is to our body and mind. However, it doesn't take a state-of-the-art gym to get moving. Two UF Health employees have come up with creative ways to add exercise into their daily lives.

Jennifer Greene, P.T., D.P.T., a UF Health Rehab Services inpatient physical therapist who splits her time between UF Health Shands Hospital and the UF Health Heart & Vascular and Neuromedicine hospitals, wanted to find a creative way to add more exercise to her day while avoiding parking challenges.

While watching her kids play with their scooters, Greene decided that using the same type of lightweight scooter could make her commute to and from work more rewarding.

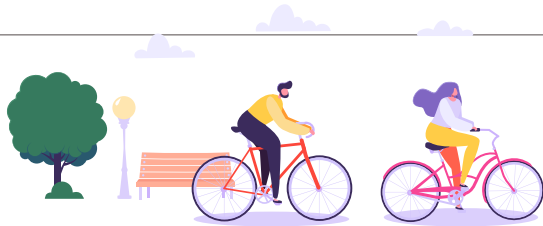
"I longed for a different solution that didn't include a 15-minute hike to work after sitting in traffic, and I was too impatient to take the shuttle," Greene said. "At the end of my work day, I was walking or running to my car to make sure I was on time to pick up my kids. With it being so hot outside, I would be sweating and exhausted and it was really wearing on me."

Greene has been using her \$75 compact scooter to commute from her parking spot in Garage IX/9 down Archer Road to the hospitals for about two years. The scooter allows Greene to save time and money while getting some exercise.

"She came up with a positive solution that is creative, inexpensive and promotes activity, which we as therapists promote for others and ourselves," said **Michelle Musalo, P.T.**, UF Health Rehab Services manager.

Greene encourages other employees to try scooting as a form of transportation.

"It works for me. Once I got the hang of it and got over the embarrassment of what people might think, I started to really enjoy it," she said. "It used to take me at least 10 minutes to walk to my department at the main hospital and 15 minutes to walk to my department at the heart and neuro hospitals. When I scoot, it takes me less than 5 minutes, so it really saves me time."



Did you know?

Gainesville was ranked #23 on the list of best bike cities in America, according to Bicycling.com? Look for ways to take advantage of our bicycle-friendly city ... it's good for you and for the environment.

Another wellness warrior, **Christy Vitro, B.S.N., R.N., CCRN**, a nurse in the UF Health Shands Cancer Hospital Post-Anesthesia Care Unit, is another active commuter.


Vitro has two approaches to getting to work. She either rides her bike from her home in Haile Plantation, a 7-mile trip oneway, or takes a hot yoga class and then walks 4 miles from the yoga studio to work.

Being healthy is her No. 1 priority and her dedication to health and fitness has even inspired some of her co-workers.

"I've heard other people say they are going to look into getting a bike," she said. "And one of my friends just started doing yoga with me."

Besides exercising, Vitro adds to her health-conscious lifestyle by meditating and eating a plant-based diet. She said she has never felt better and that her dedication to being healthy has brought her nothing but happiness.

Vitro's advice to others who are interested in creating a healthier lifestyle: start small.

"Don't try to change everything at once. Set a manageable goal like taking sugar out of your diet or walking a couple of miles a day," she said. "Start small and then add to it. One change can make a huge difference." 

Visit GatorCare.org/wellness to learn about the wellness opportunities and resources available to UF Health employees.



Christy Vitro, B.S.N., R.N., CCRN

PROBLEM-SOLVING IS THEIR BUSINESS

Patient advocates work tirelessly to improve our patient experience

BY SARAH STANLEY AND KIM ROSE



Jana Olutola, Sarah DeMott, Kanah Kittrell,
Dawn Sherman and Beth Smith

Many employees feel responsible for problem-solving at work — but none more so than our team of patient advocates.

“Health care is a serious business and our advocates help patients every day through emotionally charged situations,” said **Bo Ginn**, director of the Patient Experience department at UF Health Shands.

Patient advocates work on behalf of hospitalized patients and families whose concerns have escalated and need attention. Advocates quickly assess each situation, gather information, facilitate communication between providers and patients, mediate when necessary and find solutions.

The advocates work tirelessly to address issues. Common patient complaints include wait times for available beds, the need for improved communication with providers and requests for help coordinating care between teams.

Our patient advocates are **Sarah DeMott, Jana Olutola, Dawn Sherman** and **Beth Smith**. Their manager is **Anne Meiring** and their administrative teammate is **Kanah Kittrell**.

Sherman says patient advocacy is built on honesty and openness. “Our patients are hospitalized and feeling stressed,” explained patient advocate Dawn Sherman. “It’s about us acknowledging

that the patient’s experience has fallen short — in their eyes and in ours — and that the institution is working to fix things for them.”

The advocates establish trust by listening and understanding, taking time to explain hospital processes and offering solutions. They provide comfort and empathy.

Smith says, “We know how busy our colleagues (physicians, nurses and staff) are, and sometimes we need to help them refocus just a little bit to see the situation from the patient’s perspective and improve the experience.”

Advocates are highly skilled communicators and coaches. They address situations constructively, without blame, to help all parties find resolution. In some cases, they help hospital colleagues understand how certain behaviors and words can create

misperceptions for patients.

Although the work can be exhausting, being an advocate can be a rewarding career.

The advocates have diverse backgrounds. Olutola was a high school Spanish teacher and has a master’s degree in health services administration. DeMott worked in corrections. Sherman worked in billing before becoming a patient advocate in 1997. Smith has almost 30 years advocating for patients here at UF Health Shands. Meiring credits Kittrell as “the glue that holds the team together.”

Smith says the work is “never boring!” Teammates handle pressures of the job by providing mutual support. They all feel revived when they get to solve a problem.

An example: When a patient had been denied an electric wheelchair by their insurance provider, Sherman and DeMott arranged for a chair donated to the hospital to be gifted to the delighted patient.

Ginn is in awe of the team. “They are compassionate, patient and resourceful. And their resilience is what enables them to do this difficult work every day.” **+**

UF HEALTH | EVENTS+ACTIVITIES

WHAT'S ALL THE BUZZ ABOUT?

Flu vaccination events began in September in preparation for the current flu season. Faculty and staff lined up to get vaccinations from UF Health Shands Occupational Health Services and UF Health Student Health Care Center staff.

The theme for this year was "Bee prepared" and along with that came the "buzzin'" photo booth! After receiving flu shots, staff stopped by to take photos showing how they were "bee-ing" prepared.

As a reminder, faculty, residents, staff, students and volunteers who did not receive a flu vaccination are required to wear a surgical mask in patient areas through April 30.



UF HEALTH | AWARDS+KUDOS

LIPORI NAMED SENIOR VP, CIO FOR UF HEALTH



In October, **Gloria "Gigi" Pflugfelder Lipori, M.T., M.B.A.**, was named senior vice president and chief information officer for UF Health, following her interim appointment. She oversees information technology and information services for all components of the organization.

Lipori has been with UF Health Shands since 1982,

most recently serving as interim chief information officer, and she is an adjunct professor in the UF College of Pharmacy department of pharmaceutical outcomes and policy. She previously served as UF Health's chief data officer, setting strategy and direction for the enterprise's integrated data repository and overseeing teams responsible for data warehousing, decision support, strategic planning and research support, among other duties. She has additionally held positions as senior director of operational planning and analysis and as quality and systems coordinator for hospital

laboratories. She began her career as a medical technologist.

Lipori helped develop and validate a variety of nationally endorsed performance measures, serving as a co-investigator on several contracts with the Centers for Medicare and Medicaid Services. She also has been a co-investigator on many federally funded research initiatives, including the OneFlorida Clinical Data Research Network. Since its inception, she has been the principal investigator for the UF Health Integrated Data Repository, which has supported over 1,000 researchers in developing and informing their research proposals.

Lipori earned an M.B.A. at Nova Southeastern University and completed her medical technology training at the Bethesda/Kennedy School.

Leaders **David R. Nelson, M.D.**, UF senior vice president for Health Affairs and UF Health president; **Ed Jimenez**, UF Health Shands CEO; and **Leon L. Haley, Jr., M.D., MHSA**, UF Health Jacksonville vice president for health affairs and CEO, dean of the UF College of Medicine in Jacksonville and a professor of Emergency Medicine, shared an email extending their well-wishes and asking faculty and staff to welcome Lipori to her new official role.

UF HEALTH SHANDS | CARE+QUALITY

MORE THAN JUST A MAKEOVER

A transformation of body and spirit

BY TALAL ELMASRY



At her heaviest, Christina Mandeville — a mother of three — weighed 350 pounds and suffered from multiple ailments. That was before the UF Health team helped her dramatically turn her life around.

As a nurse, Mandeville is naturally devoted to caring for others. However, the 34-year-old Branford resident was slow to realize she was neglecting her own health.

She eventually found herself anchored at a weight that was unbearable. She needed a lifeline.

“I have three kids (ages 15, 13 and 11), and it was just getting to the point where I couldn’t do anything with them,” Christina said. “I was miserable, my body hurt all the time, and I was always tired. I was very depressed. I needed a change.”

Luckily, Mandeville knew she could turn to UF Health, where her family had received care in the past.

“They’ve always treated us well,” she shared.

Mandeville said she was desperate to get down to a manageable weight. Her journey took her through several procedures coordinated between multiple departments at UF Health. Her first surgery in 2016 was performed at the UF Health Bariatric Surgery Center by **Jeffrey Friedman, M.D., FACS**, a UF College

of Medicine professor of general surgery and director of bariatric surgery. Friedman informed Mandeville that Roux-en-Y gastric bypass surgery was her best option to change how her digestive system handles food.

With this technique, the stomach is divided into a small pouch the size of an egg and the small bowel is divided and connected to this new stomach pouch. This significantly limits the amount that you can comfortably eat and drink at one time. The small intestine is then cut a short distance below the main stomach and connected to the new pouch.

Food flows directly from the pouch into this part of the intestine while the main part of the stomach continues to make digestive juices. The portion of the intestine still attached to the main stomach is reattached farther down, allowing those digestive juices to flow to the small intestine.

The surgery was a great success. Mandeville, who weighed 309 pounds at the time of the procedure, now weighs 160 pounds.

“Christina had a BMI (body mass index) over 50 prior to her Roux-en-Y gastric bypass,” Friedman said. “She did great from this operation and lost nearly 150 pounds, achieved a normal BMI and had resolution of multiple comorbidities in the first year after her operation.”

Mandeville was back at work within a week without complications, but her journey wasn’t over yet.

She had two standard follow-up procedures by surgeon **Bruce Mast, M.D.**, a UF College of Medicine professor and chief of plastic surgery with the UF Health Plastic Surgery and Aesthetics Center. She underwent a lower body lift with abdominoplasty, or tummy tuck, and then plastic surgery to transform her upper body, including her arms and breasts.

“I can get out and run around with my kids, and I sleep so much better,” she said. “My body doesn’t hurt. I used to have a lot of hip pain and foot pain and back pain and everything else, but I don’t have that anymore. I feel a million times better.”

Visit our website at UFHealth.org for additional about the UF Health Bariatric Surgery Center and the UF Health Plastic Surgery and Aesthetics Center. 



UF HEALTH SHANDS | CARE+QUALITY

HAPPIER. HEALTHIER. YOU.

Tips for eating well and staying active

BY DEVIN NORI

Working in a health care system can translate into long and sometimes strenuous hours. People can compromise healthy decisions simply to satisfy immediate needs when it comes to food and exercise. With the start of the New Year upon us, we sought some helpful tips to stay happy and healthy in 2020 from **Jeffrey Friedman, M.D., FACS**, a UF College of Medicine assistant professor of general surgery and director of bariatric surgery.

Substitute sugary drinks.

All too often, people tend to drink their calories, whether they realize it or not. Drinks we may view as essential, like coffee, have the potential to betray us when we factor in cream, sugar and syrups. Even diet sodas contain chemicals and trick the body with artificial sweeteners, triggering insulin to send your body into fat-storage mode. Despite their misleading name, diet drinks can put as many, if not more, inches on your waistline than regular ones. The best way to hydrate is by drinking water throughout the day.

Find time to be active during the work day.

Often, our work keeps us focused on one particular task for hours on end. While we feel like we are getting a lot accomplished at our desks, our bodies are not getting the activity they need.

Take action to keep your body in motion throughout the day: Bypass the elevator for the stairs, go for walks on breaks or take a longer path to a meeting.

Be conscious of what and how much you're eating.

We all know it's important to be mindful of what we eat, but the quantity of food is an equally important factor. Portion control is a huge aspect in maintaining a healthy lifestyle, because too much of a good thing can turn bad.

In general, it's a good idea to stay realistic when setting health goals. With another year on the horizon, focus on two or three healthier decisions you can incorporate into your daily routine, both in and out of the workplace.

Consult with your health care provider if you need guidance about healthy practices to help you meet your personal health goals. At UF Health, we have a team of specialists eager to answer your questions and determine the best healthy practices for you.

This information was provided by our bariatric medicine colleagues. Visit UFHealth.org/uf-health-bariatric-surgery-center/team for more information. +



TO DO



UF HEALTH | EVENTS+ACTIVITIES

NEW YEAR, NEW YOU

Keep your New Year's resolution in 2020 and take advantage of the offerings at the UF Health Fitness and Wellness Center. Located at 1310 SW 13th Street, on the first floor of the South Employee parking garage, the center offers unique services for UF Health employees at a fraction of the cost of other gyms.

Services include:

- Employee wellness consults.
- A medical fitness program.
- Fitness assessments with web-based tracking.
- An innovative rewards membership program.
- Men's and women's locker rooms with individual showers.

All exercise specialists at the facility have earned a degree in exercise science to provide members with professional training.

The center is open to anyone 18 years and older.

Hours: 5:30 a.m.-9 p.m. Monday through Friday and 7 a.m.-1 p.m. Saturday.

Visit UFHealth.org/uf-health-fitness-and-wellness-center for details.



UF HEALTH | CARE+QUALITY

LET YOUR VOICE BE HEARD – TAKE THE AHRQ SURVEY

The annual UF Health AHRQ Hospital Patient Safety Culture Survey launches Jan. 13 and goes through Feb. 10. These survey results provide a critical overview of the perception of UF Health's patient safety culture.

All UF Health Shands Hospital staff and UF College of Medicine staff and faculty who practice primarily in our hospitals are invited to participate in the 2020 survey, which will help identify patient safety accomplishments and alert the quality team to opportunities for development.

Your responses also drive the actions and resources allocated to improving quality and patient safety.

Last year, over 3,500 surveys were completed, which was a 65% increase from 2018. Thank you to everyone who took the time to participate in the survey – your voices were heard.

Be sure to visit the Quality section on the Bridge intranet for information surrounding the AHRQ survey throughout the month.

OBESITY AWARENESS AND SENSITIVITY

Language counts in reducing weight-associated stigma

BY SARAH STANLEY

Many of us know that being overweight can lead to adverse health conditions, such as heart and liver disease, diabetes and stroke. But the disease of obesity can cause more than physical difficulties. It can also lead to social stigma.

Research shows that negative and inaccurate assumptions others make about people with obesity can include viewing them as lazy or undisciplined in their lifestyle and personal choices based on their body weight and appearance.

In reality, a person's weight can result from many factors — including their genetics, home environment, cultural influences and socioeconomic status — that are not entirely in their control.

Unfortunately, health care providers can also fall into the stigmatization trap. Studies show that doctors may spend less time educating patients with obesity about their health and are more likely to rate their encounters as ineffective than they would with healthy-weight patients.


At UF Health, health care providers are urged to check preconceptions and treat all patients with dignity and respect. **Gwen Crispell, M.S.N., R.N., C.B.N.**, the metabolic and bariatric nurse coordinator for the UF Health Weight Loss Surgery Center, encourages health care providers to acknowledge their own bias.

“A lot of people think they don't have a bias,” she said, “but a lot of our conversations are judgmental. You can say ‘The sky is pretty,’ and you're making a judgment.”

Negativity about weight can be expressed unintentionally through insensitive language, Crispell said. A research study confirms the power of language, especially “Bad words” (the title of the research abstract), in caring for patients in the field of obesity.

Crispell uses this research to guide obesity sensitivity training among faculty and staff. She has learned from patients whose first-hand experiences confirm they are treated with greater respect and positive attention following successful weight-loss surgery when their body mass index, or BMI, is reduced to a healthy range.

She compares this to other visual cues that trigger stigma behaviors. “When I have my white lab coat on, I'm treated differently. I'm the same person — I'm not any less intelligent — but people treat me differently,” she said. “It's the same with losing weight.”

We have a UF Health Shands Core Policy CP02.072 “to respect the rights of all patients regardless of body weight.” Our goal is to help staff be aware and sensitive to our own biases and check our behavior to better support our patients and each other. 



LANGUAGE IS POWERFUL

Replace “bad” with better words and phrases
(Adapted from “Bad words: why language counts in our work with bariatric patients”)

“BAD” WORD OR PHRASE	BETTER WORD OR PHRASE
Obesity	Weight, BMI
Obese patient	Patient with obesity
Morbid obesity.....	Severe obesity
Good/bad foods	More or less healthy
Exercise	Physical activity
Why?	What gets in the way?

“BAD” WORD OR PHRASE	BETTER WORD OR PHRASE
Noncompliance	Non-adherence
Recidivism	Weight regain
Normal weight, normal BMI	Healthy weight, BMI
Failure	Objective description of specific outcome

BUILT AROUND

*our
patients*

*our
community*

*and our
UF Health
family!*

- Audiology
- Ophthalmology
- Ear, Nose and Throat & Allergy

UFHealth
THE OAKS

FACULTY & STAFF OPEN HOUSE

Wednesday, Jan. 15
5-8 p.m.

The Oaks Mall (former Sears space)



UF Health faculty, residents, staff and volunteers:
Visit UF Health The Oaks before it opens!

- Take a self-guided tour
- Enjoy snacks and treats
- Receive a special edition T-shirt and gifts
- Take pictures with your team in a photo booth

Employees must be present to pick up a T-shirt while supplies last — please wear your ID badge.

**Can't make the
Open House?**

**Join us for
the community
event**

**Saturday, Jan. 25
10 a.m.-2 p.m.**