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Care teams help patients with heart failure find success.

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Complete the employee engagement survey to help improve our workplace.

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Teams collaborate to make special memories for grieving family.

It takes ♥♥ a village

Meet the teams that cared
for conjoined twins

UF HEALTH | CARE+QUALITY

COLLABORATION AT ITS FINEST

Thanks to all who support our patients and their families

BY TODD TAYLOR

In this edition we take a closer look at the separation of conjoined twins, Savannah and Scarlett, that happened here in 2016. This extraordinary case received national attention and its success required the work of hundreds of faculty, staff, residents and volunteers.

In our story, we shine light on many of the care teams that worked behind the scenes to ensure the twins' safe birth, separation and recovery. But it quickly became apparent that we couldn't include everyone. There are far too many people and teams to mention — the smiling faces that greet our patients on the Guest Services and Volunteer Services teams; our colleagues from Food and Nutrition Services who provide warm meals; the helpful hands that safely move patients around our facilities from Patient Transportation; our co-workers who make our buildings and patient rooms sparkle on the Environmental Services team; and those who carefully prepare and deliver the vital tools our care staff require from the Supply Chain Services departments, just to name a few.

When all our teams are working in sync, our patients have a positive experience, creating an environment for them to receive the outstanding care they've come to expect at UF Health.

In the case of conjoined twins Savannah and Scarlett, there was no room for error. We'd like to thank each and every person involved for your role in this successful outcome, and for all you do for every patient and visitor who comes through our doors. Your work is appreciated!

February is American Heart Month and heart disease continues to be the leading cause of death in the U.S. Turn to page 4 to learn what our care teams are doing to combat heart failure.

Finally, visit news-notes.UFHealth.org and check out News+Notes' new, modernized website that was launched in January. Please let us know what you think!



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FSC LOGO

UF HEALTH SHANDS | CARE+QUALITY

Q&A WITH THE CEO – ED JIMENEZ

Curious to know what's on the mind of our UF Health Shands CEO?

We caught up with CEO **Ed Jimenez** and asked him several questions for this edition of News+Notes. See how to submit your question at the bottom of the page!

How do cases like the successful separation of conjoined twins impact you personally?

Toward the end of the year, I was touring the UF Health Congenital Heart Center and introduced **Dr. Bleiweis*** and other staff members to my guest. Out of the corner of my eye, I saw a little girl running down the hall. The next thing I knew, she wrapped herself around Dr. Bleiweis' leg. He looked down at her, said hi, hugged her and she ran back to her parents, who were walking down the hall. As they came into focus, I realized it was the parents of the conjoined twins who were separated here and the child was the twins' older sister. I asked the family, 'How are the girls?' They had big smiles on their faces and were elated that the twins were doing fine and they were thrilled to be back to see their 'friend' Dr. Bleiweis and his team. This interaction told me all I needed to know about the care we provided the family. This is why we do what we do.

**Mark Bleiweis, M.D., is UF College of Medicine pediatric and congenital cardiovascular surgery chief and UF Health Congenital Heart Center director. Turn to page 4 to learn more about the successful separation of these conjoined twins here at UF Health.*

Why is it important for our organization to offer employees career development opportunities?

I'm a mentor at heart. I gain great satisfaction when I see people advance to their fullest potential. On some level, I'm a poster child for career advancement. When I was 16 my friends were getting jobs at the grocery store, working for landscape companies and cleaning pools — I became a hospital transporter because I was passionate about health care. To see where my road led shows that everybody has a chance to fulfill their potential if they find a career they truly enjoy. We work for an organization where we're not afraid to give people a chance to advance and rise, and we're committed to listening. This place is a family and that environment creates the right foundation for employees to grow and



PHOTO BY JESSE S. JONES

During a recent stop at UF Health Shands Cancer Hospital Surgical/Trauma ICU 4 West, Ed Jimenez visited with (from left) Ali Ataya, M.D., UF College of Medicine pulmonologist and an assistant professor of medicine; Trina Bala, M.S.N., ARNP, UF College of Medicine trauma/acute care surgery; Kristi Medlock, R.N., Surgical/Trauma ICU 4 West nurse; and Spencer Hyde, M.D., UF College of Medicine anesthesiology resident.

develop. We want people to take advantage of the career advancement opportunities here and to be hungry to do a great job because their next job or promotion might be right around the corner here at UF Health.

In this issue, learn more about several programs to help you advance your career — R.N. to B.S.N. (page 12), pharmacy technician training (page 13) and tuition reimbursement (page 22). 

WANT TO SUBMIT A QUESTION?

Email taylt@shands.ufl.edu and we'll consider it for an upcoming edition.

HERE'S WHAT HAPPENS WHEN OUR DEDICATED HEART FAILURE TEAM TREATS A PATIENT



1

OFFICE CONSULTATION

Mustafa Ahmed, M.D., a UF College of Medicine assistant professor of medicine and mechanical circulatory support program medical director

A multidisciplinary team evaluates the patient to optimize heart failure therapies and determine if evaluation for advanced therapies is warranted.



2

MULTIDISCIPLINARY EVALUATION

(From left) DJ Helne, D.N.P., ARNP, and Tracy McGinn, ARNP

The team completes advanced diagnostic testing and a psychosocial assessment involving faculty and staff members on the Surgery, Cardiology, Social Work, Psychology, Finance, Neuropsychology and Dietary teams.



3

MEDICAL REVIEW BOARD MEETING

The multidisciplinary team assesses the patient's evaluation and makes a joint recommendation for how to proceed with personalized heart failure treatment.

The group decides whether the patient is best suited for a heart pump or transplant.



4

PATIENT NAVIGATION AND CARE COORDINATION

Venus Chery, UF Health Shands Heart Transplant Program and VAD assistant

Transplant assistants and staff coordinate and navigate the patient's care throughout his or her hospital journey.



5

ADVANCED THERAPIES – VENTRICULAR ASSIST DEVICE

Thomas Beaver, M.D., M.P.H., UF College of Medicine chief of thoracic and cardiovascular surgery

If advanced therapies are required, the patient is either scheduled to receive implantation of a VAD while waiting for a transplant, or prepared for entry on the transplant list.



6

ADVANCED THERAPIES – HEART FAILURE RESEARCH

Nicole Bostick, UF College of Medicine cardiology research coordinator

A heart failure patient may also be a candidate for stem cell therapy or other research-based therapies. The research team offers insight and involves the patient in research studies, where appropriate, throughout this process.



7

ONGOING CARE

(From left) Juan Vilaro, M.D., a UF College of Medicine assistant professor of cardiovascular medicine and UF Health Shands Heart Transplant Program medical director, and James Hill, M.D., a UF College of Medicine professor of cardiovascular medicine and UF Health Shands Transplant Center Heart Failure Program medical director

Once the patient is treated, whether medically or through advanced therapy, our faculty and staff continue to provide care and work in tandem with the patient's referring physician.

UF HEALTH | CARE+QUALITY

IT TAKES A VILLAGE

Hundreds of caretakers helped conjoined twins beat the odds

BY NICKIE DORIA, LAUREN GAJDA, COURTNEY GRIGSBY, LEAH HARMS, ALISHA KINMAN, KARIN LILLIS AND TODD TAYLOR



To learn more about the twins, read the press release at UFHealth.org/news and a feature story about the twins at POST.UFHealth.ufl.edu.





Our UF Health care teams made national headlines last fall when we hosted a news conference and announced the successful separation of 4-month-old conjoined twins, Savannah and Scarlett, who were born in April and separated in June.

In a crowded conference room at UF Health Shands Hospital, the regional news media — and thousands watching the event online in real-time — learned of the family’s incredible journey and the outstanding care provided by our faculty, nursing teams and staff. Conjoined twins are extremely rare, occurring about once in every 200,000 live births, and are only given a 5 to 25 percent chance of survival. Savannah and Scarlett were attached at the liver, diaphragm, sternum and heart and required multiple expert teams to mastermind their complex medical needs.

Following the babies’ successful delivery at UF Health Shands Children’s Hospital, **Jennifer Co-Vu, M.D., FAAP**, a UF College of Medicine pediatric cardiologist and UF Health Congenital Heart Center Fetal Cardiac Program director, her team and many other colleagues across UF Health used the first-known 3-D printed conjoined twin heart models to prepare for the complicated separation surgery.

During the procedure — which took more than six hours — the twins were separated by teams led by **Mark Bleiweis, M.D.**, UF College of Medicine pediatric and congenital cardiovascular surgery chief and UF Health Congenital Heart Center director, and **Saleem Islam, M.D., M.P.H.**, UF College of Medicine division of pediatric surgery chief.

The UF Health Shands Children’s Hospital Pediatric Cardiac ICU nursing team — led by nurse manager **Joshua Campbell, B.S.N., R.N., CCRN** — cared for Savannah and Scarlett after separation and for the weeks following.

Faculty physicians, nurses and staff from many other teams also provided valuable assistance. This groundbreaking surgery was possible thanks to “a village” of UF Health experts and colleagues working together in sync.

Savannah and Scarlett have since endured a few more procedures each, and after weeks of postoperative care, the twins’ parents, Jacquelyn and Mark, were finally able to take their babies home in the fall.

Turn to pages 6-7, where we highlight some of the amazing staff who cared for Savannah and Scarlett during their stay with us.

“While the simple headline could be ‘conjoined twins were separated’ — that’s not the story,” said **Ed Jimenez**, UF Health Shands CEO. “The headlines will never properly convey the hundreds of people and tremendous teams that came together to do something extraordinary here.” ■



3-D HEART MODEL

Before conjoined twins Savannah and Scarlett were born, many imaging scans showed the hearts in utero. While these scans provided information about how the babies’ hearts were developing, a physical heart model could help the care teams evaluate their heart structures and determine the best course of action to separate the twins’ hearts during surgery.

3D Systems, a company out of Colorado, used the medical images to create a 3-D physical model of the conjoined hearts. It featured color-coding to differentiate each part of the hearts; enabled our care teams to fully examine the interior and exterior structures of the hearts; and confirmed that separation was imperative for the twins’ survival.



MEET SAVANNAH AND SCARLETT'S CARETAKERS

PHOTOS BY NICKIE DORIA, LEAH HARMS, JESSE S. JONES, KARIN LILLIS AND TODD TAYLOR



1

OBSTETRICS AND GYNECOLOGY/ MATERNAL-FETAL MEDICINE

The OB/GYN and maternal-fetal medicine team were among the first to interact with the family. Faculty and staff met with the twins' parents, Jacquelyn and Mark, after they received a grim prognosis from another hospital. The team conducted numerous ultrasounds and preliminary tests to monitor the twins' growth and progression, as well as Jacquelyn's health. Alongside Labor and Delivery nursing staff, they participated in all aspects of delivery planning, helped schedule the twins' birth, performed a successful C-section and helped the family prepare for the journey and care that followed.



2

FETAL CARDIAC PROGRAM TEAM

Meanwhile, Jacquelyn and Mark were referred to a specialist at the Fetal Cardiac

Program, an extension of the UF Health Congenital Heart Center. This team determined the twins had a connection at the level of the heart, and sonographers were instrumental in delineating the babies' intricate cardiac anatomy. They also monitored complex cardiovascular physiological changes as they occurred prior to birth. The team led the planning for the multidisciplinary care that was needed for the twins prior to delivery. The team also assisted in the coordination of the babies' delivery and separation.



3

NEONATAL ICU

The NICU team was instrumental in the planning process prior to the twins' delivery. NICU faculty, nurses and staff were present at the birth to assess and resuscitate Savannah and Scarlett if needed. Pharmacy staff with neonatal expertise also played an important role collaborating with the clinical team and answering the family's questions regarding medications and dosing for the twins. Leading up to the separation surgery, the NICU team provided primary neonatal management, including assessing respiratory and nutritional needs, discussing cardiovascular needs with the cardiology team and making progress toward the goals set for separation.



4

ANESTHESIOLOGY

Scarlett and Savannah required two anesthesiology teams for procedures during their stay here. They were sedated for the surgery and for two preoperative MRIs: one that provided imaging to build the 3-D heart, and another that helped the surgical team plan the separation. The anesthesiologists were challenged by the newborns' shared circulatory system and the way the babies were positioned. There was no precedent for a sedation of this kind, so simulation prior to surgery was key, and collaboration with numerous subspecialists was essential.



5

CARDIAC NONINVASIVE IMAGING AND CARDIAC CATHETERIZATION TEAM

After the twins were born, cardiac imaging specialists performed noninvasive imaging procedures —

including cardiac echocardiograms, CTs and MRIs — to delineate the infants’ cardiac anatomy. Prior to birth, the team had limited angles with which to examine the babies, requiring the 3-D model. After birth, physicians could fully analyze their cardiac anatomy. The cardiac CT was used to create the 3-D model, while the cardiac MRI helped delineate the connections while the heart is in motion. The Cardiac Catheterization team was instrumental in performing an urgent balloon atrial septostomy on Scarlett minutes after she was separated from Savannah. Scarlett was rushed to the Cardiac Catheterization Laboratory, where a balloon catheter was placed in the wall separating the two upper chambers of Scarlett’s heart, enabling the necessary mixing of the blood for a patient with transposition of the great arteries.



6

PEDIATRIC RADIOLOGY

After birth, the twins also underwent regular X-rays, CTs and MRIs to help our care teams better understand the anatomy of their other organs, including their livers and bowels. These studies helped create the models of the liver used by surgeons for separation planning. Just

before surgery, the radiology team — including physicians and technologists — helped to delineate all major blood vessels on the ultrasound. Following the separation, the babies continued to need X-rays to check their lungs, hearts and bowels regularly.



7

SURGERY

The Pediatric Congenital Cardiovascular Surgery and the Pediatric Surgery teams — including surgeons, nurses and technicians — collaborated for a six-plus-hour surgery to successfully separate the twins, which involved separating their hearts and livers. Between the separation surgery and other procedures, the twins underwent more than a dozen procedures each.



8

PEDIATRIC CARDIAC ICU, PART OF THE UF HEALTH CONGENITAL HEART CENTER

In the Pediatric Cardiac ICU, or PCICU, Savannah and Scarlett benefited from an interdisciplinary team of attending physicians, nurses, nurse practitioners and physician assistants who provide care for patients in the UF Health Congenital Heart Center. After surgery, the girls were placed in separate rooms in the PCICU and monitored around the clock. Once the twins were stabilized and given recovery time, they met for the first time separated and side-by-side. 



THE ROAD TO EMPLOYEE ENGAGEMENT

Complete the Employee Engagement Survey to help improve our workplace

BY JACKY SCOTT

Each year during the UF Health Shands Employee Engagement Survey, staff are asked what they like about working here, and what can be done to create an even better work environment.

“The survey results continue to show improvement across the organization,” said **Greg Hollingshead**, UF Health Shands Human Resources Development director. “The survey is a great way to shine the spotlight on improvements in your own area and help impact the workplace for everyone.”

Our leaders rely on staff input to make improvements. The survey results provide feedback used to create a roadmap to improve employee engagement. In 2016, our employee engagement score increased for the fifth consecutive year.

Ed Jimenez, UF Health Shands CEO, encourages staff to answer the open-ended questions at the end of the survey. Each year he reads every comment submitted.

“It’s great to see the comments and it’s important for employees to point out where we can improve,” Jimenez said. “It’s satisfying when I don’t see the same comments year-to-year because it means we crossed some things off the list and that we’re listening and improving as an organization.”

WHO CAN TAKE THE SURVEY?

The survey is open to all UF Health Shands employees and UF employees in integrated core service departments.

HOW DO YOU TAKE THE SURVEY?

The survey is available from March 6 to March 27. Take it at work or at home. Starting March 6, a link to the online survey will be sent to your work email and can also be found on the Bridge by visiting bridge.UFHealth.org/shands-hr.

HOW LONG DOES IT TAKE?

On average, employees spend 10-15 minutes taking the survey.

IS THE SURVEY CONFIDENTIAL?

Yes. Your responses go directly to our survey administrator, Press Ganey Associates. At least five respondents must be included for a report to be generated for UF Health Shands managers to ensure anonymity. Please note: While your name and employee ID won’t be attached to any of your answers, managers will receive their team members’ open-ended responses word for word.

WHY ARE WE ASKED TO PROVIDE OUR EMPLOYEE ID NUMBERS?

Your employee ID will only be seen by our third-party survey administrators, and it is used to properly categorize our employees by teams.

WHERE CAN I FIND MORE INFORMATION?

Stay tuned for more details from your manager, in emails, News+Notes and on the Bridge.

BY THE NUMBERS IN 2016

82
PERCENT OF UF HEALTH SHANDS EMPLOYEES WHO COMPLETED THE SURVEY

7,577
EMPLOYEES WHO COMPLETED THE SURVEY

4.17
OUR OVERALL ENGAGEMENT SCORE ON A FIVE-POINT SCALE

73
OUR PERCENTILE IN ENGAGEMENT SCORE AMONG ACADEMIC HEALTH MEDICAL CENTERS

22
NUMBER OF FITBITS GIVEN AWAY TO SURVEY PARTICIPANTS



“The survey is a great mechanism to provide employees the opportunity to recognize our individual unit and organizational achievements.”

*Joshua Campbell, B.S.N., R.N. CCRN,
UF Health Shands Children's Hospital
Pediatric Cardiac ICU nurse manager*



“The survey results have shown an improvement in trust and communication at all levels and job satisfaction.”

*Grace Chesser, UF Health Shands
Admissions Department associate director*

“It's so important to give your supervisor input and feedback so they know how to adjust and make changes in their department. The survey results are the most important information I receive every year as a director.”

*Lana Watson, M.H.S., OTR/L
UF Health Shands Rehab Services director*



“The survey helped target areas of weakness in our labs. Morale was boosted among employees when we were acknowledged for our efforts, and it helped make changes in areas that needed work.”

*Jeannette Weeks, UF Health Shands
Clinical Laboratory Services
phlebotomist*

UF HEALTH | BENEFITS+TRAINING

FROM R.N. TO B.S.N.

Online program helps nurses advance their careers

BY NACUYA LEWIS • PHOTO BY MINDY MILLER



(From left) UF Health Shands Hospital Burn ICU nurses Amelia Nichols Alava, B.S.N., R.N., and Laura Roberson, M.S.N., R.N., CCRN.

Amelia Nichols Alava, B.S.N., R.N., plays several roles throughout her typical day — wife, mom, UF Health Shands Hospital Burn ICU nurse and, most recently, student. Juggling her responsibilities is challenging, but in August she graduated from the UF College of Nursing R.N. to B.S.N. program with a 3.9 GPA.

“At first I was scared, but time management was key,” she said. “I made sure that I fit school into my schedule just like I would anything else. After work, I went home, fed and spent time with my family and studied at night.”

The two-year program begins each January and is designed for registered nurses who have previously earned an associate’s degree in nursing. Tuition reimbursement is available for benefits-eligible UF Health Shands staff through UF Health Shands Human Resources and

all courses are taken online, allowing professional nurses to more easily access the program while balancing work and personal responsibilities. (Learn more about the UF Health Shands Tuition Reimbursement program on page 22 of this edition.)

Since its launch last spring, more than 20 students have successfully completed the program. Currently, 52 students are enrolled and that number will nearly double this spring, when 90 students are expected to start the program.

“We’re excited to be partnering with UF Health Shands on such a great endeavor,” said **Anna M. McDaniel, R.N., Ph.D.**, UF College of Nursing dean. “This program is a testament to our dedication to advance nursing in every way possible.”

Nichols Alava’s children witnessed the amount of time and effort she put into earning her degree and she hopes the experience will instill the value of never giving up. She plans to further her nursing career by obtaining her Master of Science in Nursing.

She added, “It’s certainly doable! You just have to put your mind to it.” **+**

Interested in applying or for more information to pass along to a colleague? Visit admissions.nursing.ufl.edu/degrees/undergraduate/rn-to-bsn or contact Kenneth Foote, UF College of Nursing academic advisor, at kfoote@ufl.edu.

UF HEALTH | BENEFITS+TRAINING

TECHNICIANS IN TRAINING

New program provides career advancement opportunities

BY JACKY SCOTT • PHOTO BY JESSE S. JONES



At UF Health, faculty and staff have many options to build professional skills and experience. A new example is a collaboration between UF Health Shands Pharmacy Services and UF College of Pharmacy that resulted in the Pharmacy Technician Training Program.

“What I like the most about this training program is it provides the opportunity for career advancement to people who work here at UF Health Shands, as well as externally,” said **Lisa Thames, Pharm.D., BCPS**, UF Health Shands Clinical Pharmacy Services assistant director and Education Programs director. “I think it will allow us to gain more career pharmacy technicians who will want to stick around for a longer period of time.”

In November, three pharmacy technician trainees became the first graduates from the nine-week training program. Throughout the course, they watched lectures, participated in hands-on activities and completed additional online training.

“Our technician training program is unique in that we provide our trainees with experience in all aspects of technician work,” said **Kara Krzan Berasi, Pharm.D., M.S.**, UF Health Shands Ambulatory Services assistant director. “Not all training programs can provide this diverse experience to their trainees.”

The UF College of Pharmacy provided the tools to design and produce a comprehensive online course. The Pharmacy Services team then presented

UF Health Shands Clinical Pharmacy Services team members (from left) Kyle Hogg, satellite pharmacy technician; Kara Krzan Berasi, Pharm.D., M.S., UF Health Shands Hospital Ambulatory Pharmacy Services assistant director; Destiny Gillum-Butler, outpatient pharmacy technician; Julie Cash, Pharm.D., BCCCP, education coordinator; Lisa Thames, Pharm.D., BCPS, assistant director and Education Programs director; and Antwan Cobb, IV Center pharmacy technician.

essential information on technician work, including sterile and nonsterile compounding, creating complex medications and satellite and outpatient training.

Joe Nicholson, UF College of Pharmacy Video Production associate director, was the project manager who brought in the instructional designers, videographers and technical support team to create the program.

“Everyone from Pharmacy Services was extremely willing to go all-in with this program,” Nicholson said. “Their level of excitement rubbed off on everyone involved with the project.”

The 11-module course was designed to teach the trainees how all the teams in the department work together and better align them with the practice area in which they are most interested.

“I enjoyed the pharmacy program immensely. It challenged me in new ways,” said **Destiny Gillum-Butler**, UF Health Shands Outpatient Pharmacy technician and program graduate. “The opportunity to receive hands-on clinical training with your future co-workers is a unique experience.” ■

SHARING MADE EASY

Bridge groups improve collaboration

BY JACKY SCOTT

As our organization continues to grow, interaction and effective communication and information-sharing among colleagues is key. With more than 22,000 faculty and staff across Gainesville and Jacksonville, collaboration groups on the Bridge are a crucial resource for cross-disciplinary work.

Collaboration groups ensure resources and files are in a central location and accessible to those who need access. They allow for discussions among members and comments can be tagged to specific documents to simplify the review process.

The UF Health Acute Care Surgery team uses the Bridge collaboration tools to support staffing, learning and patient care.

“Our division has benefited from using the Bridge collaboration group by always having access to schedules, assigned readings and other resources that are useful,” said **Ada Malcolm**, UF Health Acute Care Surgery administrative specialist and administrator for her team’s Bridge group. “Using the group helps us improve patient care by ensuring we are appropriately staffed and our staff is educated properly.”

Meanwhile, **Jeff Stevens**, UF Health Web Services assistant manager, said, “I particularly like the ability for us to share documents and files across the system, especially if I’m working

with people from different units. I’m in the Web Services Bridge collaboration group at least two or three times a day.”

Each group page includes five features — Home, Forum, Files, Events and Links. There are several ways to use each item, and group administrators can adapt them to benefit the department, division or team in question.

“Our UF Health Communications teams are integrated and include staff employed by both UF and UF Health Shands,” said **Kim Rose**, UF Health Strategic Communications director. “We’ve been using a Bridge collaboration/discussion group from the beginning, the same way we used to use the ‘share drive’ so that everyone can have the same resources no matter what and can access them from anywhere.”

Although sharing information within Bridge groups is easy, users are reminded before submitting a group request form that protected personal health information, or PHI,

or confidential business information cannot be posted on the Bridge in these groups. For regular collaboration and routine information sharing, however, a group is an ideal solution.

If you think creating a Bridge collaboration group will benefit your team, visit the Bridge, click the “Collaboration” tab and then the “Request a Group” button — or click the “Groups” tab at the top right of the page and select “Request New.” Feedback is always encouraged, so please send comments about your Bridge group to Stevens at jstevens@ufl.edu. **+**



UF HEALTH | RESEARCH+DISCOVERY

LAB NOTES

Check out recent research developments at UF Health



TREATING HEART FAILURE WITH STEM CELLS

For the first time, UF Health cardiologists have implanted stem cells into the heart of a breast cancer survivor with heart failure in a Phase 1 clinical trial that will examine the treatment's feasibility and safety. The researchers will study whether stem cells from healthy subjects can improve heart function in patients who have been treated with a group of chemotherapy drugs called anthracyclines. In about 3 to 5 percent of patients, the drugs cause a form of heart failure called anthracycline-induced cardiomyopathy. 

EXOME SEQUENCING LIMITS

A UF researcher has found that one type of genetic test may not be able to identify a particular type of muscular dystrophy, leaving patients with this disease at risk of going undiagnosed if they receive only this assessment. While examining the efficacy of exome sequencing in identifying pathogenic mutations for limb-girdle muscular dystrophy, researchers identified mutations in multiple genes associated with muscle disease. Less than half were diagnosed using exome sequencing.



DEADLY ANCIENT STRAIN?

A nonvirulent strain of cholera that has likely been present in Haitian aquatic environments for hundreds of years could become virulent through gene transfer with the toxigenic strain introduced by U.N. peacekeepers after the 2010 earthquake, according to scientists at UF's Emerging Pathogens Institute. These ancient strains cannot cause cholera, but they could become virulent due to this interaction.

UF HEALTH | GROWTH+EXPANSION

UF HEALTH SHANDS CANCER HOSPITAL VEHICLE ACCESS CHANGES

Access to the UF Health Shands Cancer Hospital and UF Health Shands E.R. from Southwest 13th Street will change throughout February and April.

A portion of Southwest 14th Avenue – the road that runs through the south campus from Southwest 13th Street to Southwest 16th Street – will be closed intermittently to accommodate construction on our UF Health Heart & Vascular and Neuromedicine hospitals.

Feb. 10: Southwest 14th Avenue reopens

- Vehicles can access our UF Health south campus from Southwest 13th Street.
- This road has been closed since December 2016.

April 3-28: Southwest 14th Avenue closes again

- Please use Southwest 16th Street (by the E.R.) or the Circle of Hope entrance off Archer Road to access the UF Health Shands Cancer Hospital and the UF Health Shands E.R.
- Vehicle access to UF Health south campus via Southwest 13th Street will be closed.

Staff Parking and Access

Access to the south campus staff parking garage via Southwest 13th Street and Southwest 13th Avenue will remain open.

Foot Traffic

Pedestrian access will remain open. Please follow the posted signs for safe walkways on the south campus. Walkways will be lit at night.



Visit Blueprints.UFHealth.org to keep up with the construction of our new hospitals and other projects happening around our UF Health campuses.



UF HEALTH | CARE+QUALITY

NEW SPECIALTY PRACTICES OPEN IN OCALA, SUMMERFIELD

UF Health Physicians recently debuted two new practices in Marion County, one off State Road 200 in Ocala, and the other in Summerfield, just north of The Villages® community.

UF Health Ocala Health Brook is serving cardiology patients with UF Health physicians on-site every weekday. UF Health Villages began offering cardiology services to patients in January, with orthopaedics services to follow this spring.

Our plan is to add additional multispecialty services to both the Ocala and Villages locations over the next year.

UF HEALTH SHANDS | HOSPITALITY+SERVICE

MAXIMIZING HOSPITALITY ONE RING AT A TIME

Hundreds of calls are handled across our organization each day and February's Hospitality Huddle topic will help improve phone etiquette one ring at a time. Practicing the skills learned at our Huddles will ensure that we provide the best hospitality and service for our patients and colleagues.

From a patient or visitor perspective, having to call a large, multifaceted health care system can be intimidating. Simple tactics – such as always using the same friendly, hospitable greeting when answering the phone – can convey a sense of warmth and professionalism to welcome callers.

"Consistency is key," said Greg Hollingshead, UF Health Shands Human Resources Development director. "We should always answer

a call with a helpful tone, state our unit/department and identify ourselves by name."

Over the past year, reinforcing positive service behaviors through Hospitality Huddles has helped us improve relationships with our patients and their families and enhance communications among faculty and staff. February's Huddle topic will encourage your team to discuss examples of effective calls and how to foster even better hospitality and service over the phone.

For additional information, refer to the Standards of Behavior Guidebook on the Hospitality & Service site at bridge.UFHealth.org/hospitality.

IN YOUR WORDS

DO YOU HAVE A GREAT HOSPITALITY HUDDLE IDEA? WOULD YOU LIKE TO PROVIDE FEEDBACK ABOUT HOW YOUR HUDDLES ARE GOING? PLEASE VISIT BRIDGE.UFHEALTH.ORG/HOSPITALITY AND CLICK ON THE "IN YOUR WORDS" TAB TO TELL US.



UF HEALTH SHANDS HOSPITAL | AWARDS+KUDOS

TWO NURSING UNITS EARN BEACON AWARDS FOR EXCELLENCE

Join us in congratulating the UF Health Shands Cancer Hospital Surgical/Trauma ICU 4 West and UF Health Shands Hospital Post Anesthesia Care Unit nursing teams for earning gold- and silver-level Beacon Awards for Excellence, respectively. This three-year designation, awarded by the American Association of Critical-Care Nurses, affirms that units have met stringent criteria consistent with other well-respected honors, such as Magnet recognition from the American Nurses Credentialing Center.

These accomplishments make the Surgical/Trauma ICU 4 West team the first at UF Health Shands to receive two gold-level Beacon recognitions, and further reflects our PACU team's dedication to excellence, as it was the first PACU in the nation to receive a Beacon Award (bronze) in 2014.



(From top) The UF Health Shands Cancer Hospital Surgical/Trauma ICU 4 West nursing team (gold level) and UF Health Shands Hospital Post Anesthesia Care Unit nursing team (silver level) recently earned Beacon Awards for Excellence.

UF HEALTH | HOSPITALITY+SERVICE

HELPING A FAMILY SAY GOODBYE

Teams collaborate to create special memories for family

BY NACUYA LEWIS • PHOTOS BY LAUREN ARCE





Six thoughtfully composed photographs and a compassionate care team provided comfort to Gina Hill, a grieving mother coming to terms with the passing of her 17-year-old son, Trevor Hill. The photographs, taken at his bedside while he was on life support, show her hands holding his.

For two weeks, Trevor fought for his life in the UF Health Shands Neuro Intensive Care Unit after an accident.

“While he was on life support, my mom never wanted to let go of his hand,” said Trevor’s older brother, **Colby Hill, P.C.A.**, UF Health Shands Hospital Medical/Surgical Unit 65 patient care assistant.

Colby and his mother commuted two hours daily from Chiefland so that she could interlock fingers with her youngest son, who was affectionately known in his family as a “momma’s boy.”

Letting go for Gina seemed impossible until **Olivett Underwood-Mobley, LCSW**, UF Health Shands Patient and Family Resources social worker, thought of a way to help. Mobley told her about a new UF Health Shands Arts in Medicine service that allows a patient’s family to have memorable photos taken with their hospitalized loved ones at the end of life.

“When I told Ms. Hill about it, it was as if a lightbulb went off,” Mobley said. “This program would allow her to always have a piece of him and remind her of the importance of holding his hand.”

With Gina’s permission, Mobley connected with **John Kieslich**, AIM operations assistant. A professional photographer wasn’t available, so Kieslich contacted **Lauren Arce, R.N., M.S.N., C.N.L., O.C.N., ACN-BC**, AIM and UF Health Integrative Medicine nurse coordinator. Arce arranged to come to the hospital on her day off to photograph the Hill family.

Arce enjoys photography as a hobby, but was anxious about taking photos for the family. She decided to use her iPhone and set her nerves aside to capture the intimate photos and help bring some much-needed peace to Trevor’s family.

Arce, Mobley and Kieslich — along with Trevor’s medical team of physicians and nurses — all contributed to honoring Trevor in his final hours and helping his loved ones through this final and heart-wrenching step to let go.

“At one point, Trevor’s mother stated that her hands were shaking, but my hands were shaking just as much,” Arce said. “The entire experience was so exquisite — you could see the love in their family.”

As a patient care assistant, Colby sees families cope with illness and death, but it’s a different matter when you are a member of the patient’s family.

“It was a struggle to come back to work,” Colby said, “but now it’s an honor.”

Colby experienced the hospital from a perspective that drastically differed from his usual workday hustle and bustle. He felt the love of his UF Health work family. Colby and his mother received random hugs from UF Health Shands Hospital Patient Transportation staff and nurses from other units, his colleagues on Unit 65 raised funds for him and nurses who weren’t scheduled to work during this time called the unit to check in on the family. Colby knew that his family was loved and supported.

UF Health was no longer just a job — it was family.

Colby said, “No one can do this alone. What those photos did for my mom by providing support, my UF Health family did for me during that time of pain.” 



TO LEARN MORE about the Child Life Program, visit UFHealth.org/child-life-program.

UF HEALTH | FINANCE+FUNDRAISING

AUXILIARY GENEROUSLY SUPPORTS NEW HOSPITALS



Ed Jimenez, UF Health Shands CEO, accepts a gift in support of the new hospitals from (center) Kay Greathouse, UF Health Shands Auxiliary president, and Lindsay Krieg, UF Health Shands Volunteer Services director.

For 55 years, UF Health Shands has enjoyed a strong relationship with one of its most ardent supporters: the UF Health Shands Auxiliary – a group of volunteers who support UF Health Shands through dedicated work and commitment to the mission of the hospital and health system.

In this spirit, the Auxiliary recently committed \$150,000 to support the new UF Health Heart & Vascular and Neuromedicine hospitals. The UF Health Neuromedicine Hospital will include the UF Health Shands Auxiliary Waiting Room and Child Play Area.

UF HEALTH SHANDS REHAB HOSPITAL | EVENTS+ACTIVITIES

HEALING WITH THE ARTS

The UF Health Shands Rehab Hospital team hosted its first annual ArtsAbility Festival in December. The event was created after staff noticed a lack of interactive community art events that accommodated people with special needs. After discussing the idea with community artists, the idea blossomed into a full-scale art festival where attendees participated in different artistic activities. Patients, staff and community members took part in chair Tai Chi and Zentangles, and listened to musical performances. Attendees tried new activities and learned how art creation can promote healing.



UF HEALTH | EVENTS+ACTIVITIES

IMAGINE! MAKE! PLAY! THRIVE! JOIN 352CREATES MARCH 24-25

Promoting health and community through creativity

BY LAURA CASTRO

You're invited to join in two days of participatory art-making on Friday and Saturday, March 24-25, throughout the 352 area code in Gainesville and North Central Florida. Communitywide "pop-up"-style art activities will help promote health and community engagement in unexpected ways and locations presented by 352Creates.

CREATE IN PLACE ON FRIDAY, MARCH 24

Get together with your co-workers, students and friends to enjoy a hands-on creative project. You don't have to be an artist to have fun making art! Activities can be as simple as creating "coffee-cup

mandalas" — see below for instructions. In the process, you'll have fun, make personal connections, reduce stress and increase your well-being. Here at UF Health, see if you can spend a few minutes with colleagues being creative — for your health!

CREATE IN COMMUNITY ON SATURDAY, MARCH 25

Join the 352 community at Depot Park in Gainesville (200 SE Depot Ave.) from 10 a.m. to 2 p.m. to engage in a variety of hands-on art-making, performances and other experiences. The events are free and open to the public. Individuals and groups are encouraged to host creative activities. 



Create a coffee-cup mandala

Take a five-minute creativity break! Simply draw a circle, using an upside-down coffee cup as your guide for example, and color it in with a design and colors of your choice. This activity can help you reduce stress and express yourself with pencils, crayons, colored markers — whatever you fancy. It's about enjoying the playful process of making something. Share your design on social media tagged #352Creates!



Visit 352creates.com to learn more! Look for the hashtag #352Creates on social media and follow 352Creates on Facebook. Don't forget to post and tag pictures of your art-making as well.

A HELPING HAND FOR EDUCATION

Tuition Reimbursement Program available to benefits-eligible staff

BY COURTNEY GRIGSBY

Earning a college degree is time-consuming and financially demanding, but there's assistance available for staff looking to further their education.

The UF Health Shands Tuition Reimbursement Program provides staff the opportunity to receive repayment for a portion of courses taken to earn a college degree. All benefits-eligible UF Health Shands staff on active status who have completed their six-month probationary period can apply.

"This was a wonderful opportunity for me to further my education and become more involved in my unit's management," said Marcelle Genis, B.S.N., R.N., a nurse at the UF Health Shands Children's Hospital Neonatal ICU. "Tuition reimbursement offered a generous amount of credit hours per semester, which further encouraged me that this would be a great option."

Degree programs eligible for reimbursement must foster an improvement of skills or knowledge in your current position at UF Health Shands or a future role within the organization.

The number of hours you work and type of courses you take will determine the level of maximum reimbursement available to you per year. The Tuition Reimbursement Program also offers unlimited access to academic and financial advisers to guide you along the way.

"It's essential for us at UF Health to have an educated and professional workforce, and to maintain a culture of constant learning," said Janet Christie, UF Health Shands Human Resources senior vice president. "Out of all the open positions last year, 1,000 of them were filled with existing employees and many of the positions involved promotions."

To apply and learn more about the program, visit the Bridge under "Employee Services," then "HR Gainesville Shands," then "Tuition Reimbursement." The login page requires your UF Health Shands user ID and password. This is where you can access your profile, application and advising. You'll receive emails upon completion of steps during the application process. [■](#)



UF HEALTH | EVENTS+ACTIVITIES

HELP BABIES GET OFF TO A HEALTHY START

Run, jog or walk to this year's March of Dimes March for Babies event at 8 a.m. Saturday, April 1 at Westwood Middle School.

UF Health has supported this impactful event for nearly two decades and our teams have raised more than \$1 million to date.

UF Health Women's Center staff will provide a spirit station for walkers to refuel and rejuvenate during the walk.

Can't make it to the event? If you're interested in supporting this year's March for Babies in other ways, email marchforbabies@health.ufl.edu and check the Bridge for updates. To make a direct donation, visit marchforbabies.org.



UF HEALTH | CARE+QUALITY

MARCH 13-17: PARTICIPATE IN PATIENT SAFETY AND QUALITY WEEK

Each year, UF Health faculty, staff and students gather at UF Health facilities to celebrate Patient Safety and Quality Week, presented by the UF Health Sebastian Ferrero Office of Clinical Quality and Patient Safety. This year's celebrations will take place March 13-17.

The week is chock-full of fun activities and events that highlight our dedication to quality care and celebrate the progress we're making.



A group of UF Health staff visited the UF College of Medicine Center for Safety, Simulation & Advanced Learning Technologies on a behind-the-scenes tour during last year's Patient Safety and Quality Week activities.

Join us!

- Two keynote speakers
- Guided, behind-the-scenes tours
- UF Health Shands Hospital Atrium games and activities
- Collaborative project poster showcase

Look for dates, times and other details in emails, on the Bridge and in UF Health publications as the week approaches.



UF HEALTH | EVENTS+ACTIVITIES

REDEEM YOUR WELLNESS PROGRAM POINTS BY FEB. 28

GatorCare subscribers who participated in last year's Blue Rewards Wellness Program should redeem their points by Feb. 28.

If you earned 300 or more points from Oct. 1, 2015 to Sept. 30, 2016, here's how to start shopping:

1. Log in at FloridaBlue.com. (Use the user ID and password you created to log in and complete your Personal Health Assessment.)
2. Click the "Health & Wellness tab," then "Discounts & Rewards," then "Learn more" in the "Earn Blue Rewards" box.
3. Go shopping! Click "Redeem Now" at the top of your portal to enter the online shopping mall and select your gift!

"The Blue Rewards program has been a great way to track my wellness activities and reflect on the great experiences I had last year," said **Lindsey Johnson**, GatorCare care management coordinator. "As a bonus, I was able to get a new Kate Spade wallet for cashing in my points. Every time I use it, I will be reminded that my employer values my health."

If you weren't able to earn 300 points for the 2017 online shopping experience, start preparing for 2018 now! Create your Blue Rewards account today at FloridaBlue.com. Get instructions and learn more about the program at GatorCare.org/blue-rewards.

UF HEALTH | EVENTS+ACTIVITIES

DON'T LET YOUR RESOLUTIONS FIZZLE OUT

Do you have a hard time keeping your New Year's resolutions? Don't let your goals fizzle out – join GatorCare and the UF-UF Health Wellness Committee's 12 Tweaks to a Healthier You program to make healthy choices all year long.

Each month will focus on a different tweak – a small, actionable behavior that can be incorporated into your daily routine, like the following:

- Morning Mile: Start your day with a mile walk
- Gratitude: Boost happiness with a daily gratitude practice
- Cross-train: Increase your fitness with cardio, strength and flexibility training
- Jumpstart: Develop a healthy morning routine to find balance and get fueled for your day
- Zzz: Work on your sleep hygiene
- Serving Size Surprise: Increase your water intake and rethink your portion sizes
- Prep 101: Master meal preparation techniques
- Savings Central: Focus on your finances
- Go the Distance: Train for a race or increase your daily step count
- Savor: Eat mindfully and savor the day
- Turn Off to Tune In: Unplug from technology to reconnect with what matters

Visit GatorCare.org/12tweaks to register and access program resources. Each month you participate, you'll be entered into a quarterly drawing for a wellness-themed gift basket.

UF HEALTH | CARE+QUALITY

CARING FOR CANCER PATIENTS

Dealing with a cancer diagnosis is extremely difficult. Whether patients are newly diagnosed or further along in their journey, the new UF Health Supportive Oncology Program is designed to provide support. By combining integrative medicine and supportive care with traditional oncology practices, faculty and staff offer a holistic approach to cancer care focused on improving quality of life for patients and their families. The program provides patients with more information about their condition, treatment options and pain and symptom management. Integrative medicine consultations and advanced care planning are also offered. To learn more, call 352-265-0725 or visit UFHealth.org/medonc.

