

OPEN LINES

WALKING WITH VIGOR, LOVE AND DETERMINATION

A Night for Heroes trauma patient honoree continues to make progress following lifesaving care

page 4



A Giving Spirit Makes the Difference.

One of the unique things about the UF Health Jacksonville family is the genuine concern we have for others. Whether it's our care for the patients we treat daily or our interaction with each other, this giving spirit is part of what makes this such a special organization.

The 2016 "Give Where You Live" fundraising campaign will be held Feb. 29–March 18.

UF Health Jacksonville employees will have the opportunity to donate to Children's Miracle Network or the United Way, or both. UF Health employees (UF, UFJHI and UFJPI) will also have the option to contribute to Community Health Charities.

Contributions to Children's Miracle Network are used to purchase equipment for our pediatric units such as ultrasound systems, video laryngoscopes and ventilators. The United Way funds programs for youth and the underserved in our region. In many cases, these agencies provide the only substantial funds recipients are likely to see, such as early childhood education, services for people with disabilities, shelter and nutritious meals and more.

Far from just a pledge drive, Give Where You Live offers creative and social activities anyone can enjoy – from the celebrity pancake breakfast to membership in the Leadership Circle. Anyone who donates \$38.50 per pay period will be included in the Leadership Circle and will receive one entry into a drawing for two round-trip airfare to anywhere in the continental United States. Last year, 67 people participated at this level. We're aiming for 100 this year.

Perhaps you should view the pledge you make during this important giving event as an investment. It's an investment in the community where you work, where your children go to school, where you spend your leisure time and where you call home. I believe in these organizations and personally support them. I encourage you to do the same.

As always, it's a privilege to be your CEO.



Give Where You Live

Our campus fundraising efforts continue to make a significant difference in our communities. The biggest impact of these efforts is felt through our annual spring "Give Where You Live" campaign. This year's campaign will begin a little earlier than usual and will run from Feb. 29–March 18. During this time UF Health Jacksonville employees will have the opportunity to donate to the United Way or Children's Miracle Network, or both. UF Health employees (UF, UFJHI and UFJPI) will also have the option to contribute to Community Health Charities.

Donate \$2 or more per pay period for the chance to win great prizes! Employees who pledge at least \$2 a pay period or at least a onetime gift of \$52 will receive five automatic entries into a drawing to win a Caribbean cruise for two, including a week of personal leave for employees who are eligible. Additional tickets will be sold for \$5 each.

Further details will be available in the coming weeks. Look for information on the Bridge or ask your department ambassador for assistance as the Feb. 29 kickoff draws near. You can also contact committee chair Tracy Torres at 244.4330 or tracy.torres@jax.ufl.edu with any questions.





UF Health Hospitality & Service Standards of Behavior



As a representative of UF Health, you are an ambassador for an organization that stands for the best medicine has to offer. We serve patients who come to UF Health from throughout the Southeast, the nation and many countries. Their entire experience — the service and hospitality we provide — should match the high quality of medical care they receive.

Our patients come to us because they trust our doctors, nurses and clinical teams to provide the best, attentive and compassionate care available. That’s why, in addition to our work performance,

our actions and appearance should be professional and serve as an extension of UF Health and its outstanding reputation.

Through our skills, knowledge, good decision and polite behaviors, each of us represents our world-class organization. Our customers’ perception of us shapes their experience.

Use the checklist below as an opportunity to assess yourself in the areas of professionalism and responsibility as you interact with our patients and colleagues. It can be a valuable resource to keep you focused on the importance of these behaviors.

Personal Responsibility	NEEDS WORK	MEETS	EXCEEDS	DOES NOT APPLY
Takes pride in the quality of the service and care provided to customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is familiar with the Hospitality and Service Standards of Behavior and practices them daily.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is accountable for own decisions, actions and performance. Is positive and professional at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognizes that in our high-stress environment, it is important to manage emotions appropriately, maintaining the trust and confidence of everyone with whom we interact.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Even outside the organization, is a positive representative for UF Health.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

F.R.E.S.H. Committee Goals Have Positive Impact on New Employee Processing

The F.R.E.S.H. (Forever Retaining Employees Satisfied Here) committee is an affinity group of the Diversity Council made up of employees with fewer than three years of service. Among the F.R.E.S.H committee’s goals are the encouragement of employee engagement and the promotion of a culture of collaboration with a focus on retention and recruitment.

An electronic survey targeting the newer employees was distributed last year. One area of concern revealed by the survey was the length of time for new employee processing.

A Human Resources operations team accepted the challenge of improving this process. The team met twice per month using process-improvement methodology and reduced processing time from more than two hours to less than 60 minutes, which has resulted in positive feedback from employees.

The F.R.E.S.H. committee will continue to work on the areas of concern that were identified in the survey throughout 2016. An emphasis will be place on developing a virtual tour for the Bridge as well as the development of a new employee first-week checklist for management.

Additional volunteers for this group are welcome. For information on how you can participate in the F.R.E.S.H. committee, visit the document section of the Diversity Council’s page on the Bridge.

WELLNESS EVENTS

Cooking Day in Wellness
Feb. 3 / 12–12:45 p.m. / East Expansion

Yoga
Feb. 10 / 12–12:45 p.m. / LRC Atrium

Love your Heart: Blood Pressure Screenings
Feb. 17 / 11:30 a.m.–1 p.m. / LRC Atrium

Heart Disease in Women: Update, Treatment, Prevention
Feb. 25 / 12–1 p.m. / LRC Auditorium

Walk with Me
Mar. 2 / 12–12:45 p.m. / Walking Path Entrance

Stress Management
Mar. 9 / 12–12:45 p.m. / Ash Room

WALKING WITH VIGOR, LOVE AND DETERMINATION

Trauma patient
Mark Taylor continues
to progress following
lifesaving care at
UF Health Jacksonville



Mark Taylor times his steps precisely, walking in a slow manner that allows him to successfully get from one point to the next. Lead with the left leg, follow with the right. It's part of a process — one marked by fear and uncertainty while fueled by willpower and mechanics.

Amputation. Prosthesis. Those words sound scary, and probably quite foreign to many people. But for Mark, it's reality.

He can't just jump out of bed and immediately walk around freely. No, there's a regimen. Mark has to carefully place a special protective sleeve over what remains of his right leg, which was amputated just above the knee. Then he meticulously puts on a custom-made prosthetic leg that's been programmed to operate in concert with his upper body and other leg.

Mark can now stand tall and walk, stretching out his 6'5" frame skyward. His ability to get around is the result of many months of healing, rehabilitation, practice and patience. All the while, his prosthesis symbolizes both hope and despair — two emotions he's openly juggled after being critically injured in a single-vehicle crash in 2014.

Since that accident, it's been the extraordinary care by UF Health Jacksonville physicians, nurses and other staff, along with the love and support of his family, that has allowed him to regain independence and resume a life marked by vigor and love.

IT LOOKED REALLY BAD

Shattered glass and other fragmented auto parts were strewn on the ground where Mark crashed his pickup truck alongside Highway 90 near Macclenny, a town about 30 miles west of Jacksonville that Mark has called home his entire life.

It was July 28, 2014. Mark was driving alone to a nearby hardware store. He put on his left turn signal to change lanes. Suddenly, the truck's airbag deployed. He lost control, drove off the road and violently struck a tree. His world went black.

"I just remember somebody opening my door, telling me I was in an accident and to be still," he said.

Mark's middle daughter, Masey, arrived soon after the crash. Even today, it's tough for her to speak on what she saw. Broken glass, blood stains and bent metal. Her voice cracks and weakens at the retrospective visual.

"There was glass everywhere," Masey, 18, said. "You could see the truck caved into the tree. All they would tell me was, 'His legs are broken. His legs are broken.' It looked really bad."

FRACTURED BONES, BROKEN SPIRITS

Mark was flown to UF Health Jacksonville, which has the personnel and resources to handle the most severe trauma cases. He had fractures in his legs, ankles, ribs and back. He was experiencing blood loss as well as significant pain throughout his body.

"Mark came to us in a critically injured state," said trauma surgeon David Skarupa, MD. "He had some serious injuries

that were in many ways life-threatening and especially limb-threatening. We needed to address those in an expeditious fashion."

Mark was given breathing tubes and medication to combat the intense pain. A few hours later, he was in the operating room, where he underwent his first series of procedures to wash out and clean the fractured bones of any dead tissue and debris. All the while, uncertainty weighed heavily on Mark's family.

"At that point, we took it hour by hour," said his wife, Melissa. "We didn't know where things were going to go from one minute to the next."

In the days and weeks ahead, Melissa and her three daughters did a lot of waiting, praying and hoping. Mark was in bad shape. He remained hospitalized for more than four months. During that time, he underwent a fusion to correct his spine and multiple surgeries to stabilize and realign his legs and ankles.

Many of Mark's broken bones were straightened. But the impact from the accident left his right leg virtually unrepairable from the knee area on down. Mark had no blood flow there and lacked mobility. He was also experiencing infection issues with that ankle. There was no assurance he'd ever regain function in his right leg.

"From the first time I saw him, an amputation was a very serious consideration," said orthopaedic surgeon B. Hudson "Hud" Berrey, MD.

A TOUGH DECISION

In cases like Mark's, Berrey says the initial goal is always to save life and limbs. But when a prognosis turns dismal and discussion of an amputation occurs, perspective is key.

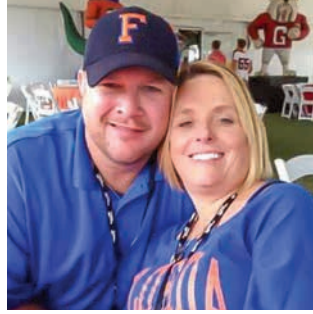
Berrey said Mark's right leg had essentially become an anchor. If Mark opted for reconstruction, it would be a years-long recovery process that would yield unsure results. Berrey has seen patients in the past pour much time, money, thought and energy into rehabilitating a limb that ultimately is unable to be fixed.

"I think what holds most people back is fear, fear of the unknown," Berrey said about having an amputation. "We have amputees who go out and do miraculous things."

However, the decision was ultimately Mark's to make. Initially, Mark believed he'd retain both legs and make a full recovery. Then he thought he may just lose a foot. But a sizeable portion of his leg, above the knee? Mark hated the idea. But the pain was so intense he decided to take Berrey's recommendation and go forth with the amputation.

Berrey performed the procedure less than five months after the accident. Berrey took cartilage from Mark's kneecap and placed it on the end of the femur, where the amputation occurred. Berrey then took muscle from the back of the calf and folded it over the top of the cartilage and femur. All of that helps keep the thigh muscles intact and allows the bone to heal well. Mark was then placed in a temporary prosthesis with a foot, allowing him to start rehabilitating and learning how to walk the next day.

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DARK DAYS TURN BRIGHT

Though the amputation was successful, Mark suffered immensely. Reality hit him when he left the hospital and came home. His leg was gone. He questioned his ability to ever work again in law enforcement or simply perform routine tasks around the house. He wondered how his daughters would view him and worried if his wife still wanted to be with him.

“After the amputation, it was rough. Worse than I thought it would be — mentally, physically, emotionally,” Mark said. “My mood changed by the hour. That was probably my lowest point.”

Mark sat on his sofa at home in Macclenny, reflecting on that period when he truly saw himself as less of a man. One particular evening, he breaks down into tears. He lowers his head, takes a long pause to gather himself. A very long pause. He eventually regains perspective, knowing that those negative thoughts were just that — thoughts.

The reality is that Mark’s wife and three daughters love him unconditionally and do their best to show it, while trying to keep him in good spirits. The family has resumed many of their traditions, such as singing together. All three of the Taylor daughters are vocalists. Mark loves to accompany them in song with his guitar and harmonica. Music has been a healer during the tribulations.

Mark actualized his goal of walking Masey across the football field during her high school’s senior night in late 2015. Mark’s oldest daughter, Morrissa, smiles when reflecting on the moment, knowing the work he put in to get to that point.

“He strutted across that field like nothing had ever happened,” Morrissa, 21, said. “And I believe he’ll continue to improve and be the best dad that he can be.”

GAINING STRENGTH

Mark speaks favorably of the care he received while a patient in the critical care unit at UF Health Jacksonville. He also thinks highly of the rehabilitation staff who assisted him in the transitional care unit. That’s where Mark diligently worked to regain strength and establish comfort and familiarity with his new prosthetic leg.

While the TCU staff concentrated on the physical component, a UF Health trauma psychology team, led by David Chesire, PhD, worked with Mark on his mental health. Chesire first met Mark during his initial hospital admission in July 2014.

Months later, as Mark focused on recovery and rehab, Chesire was there to help him gain perspective and not “get sucked into despair” about losing a limb. Chesire said he saw drastic improvement in his outlook.

“Life may change, but you’re going to be the exact same person you were before,” Chesire said. “Your interests, desires, passions — all of that will be the same.”

Melissa says when the accident occurred, she didn’t know if her husband would survive. But seeing the strides he’s made in less than two years, she said the family feels blessed and is thankful for the superb care he received at UF Health Jacksonville.

Mark now looks toward the future with excitement. Just as he walked across that football field with Masey on senior night, he’s thrilled about the idea of ushering Morrissa down the church aisle. She’s engaged to be married later this year.

And there’s a lot more Mark wants to do. Dance? Run? Sure, all of that is well within reason. He knows he just has to keep pushing and keep walking. One step at a time.



On Saturday, Feb. 6, at the A Night For Heroes gala, Mark Taylor, pictured here with family and friends at the event, was honored for his remarkable recovery, as were 50 of the caregivers who played significant roles in his journey. The annual fundraiser benefits TraumaOne and celebrates the lifesaving care provided at UF Health Jacksonville.

COMPLIANCE SURVEY GATHERS FEEDBACK THROUGH FEBRUARY

This month, the Compliance and Privacy Departments at UF Health Jacksonville will be observing Corporate Compliance and Ethics Awareness from Feb. 1 to Feb. 29. Corporate Compliance has created an anonymous awareness survey, which will be available on the Bridge for all staff to complete.

Our Compliance and Ethics Program establishes our expectations for how employees should conduct themselves, promotes good corporate citizenship, identifies high-risk areas, detects and prevents violations of our Code of Conduct, and ensures that we comply with federal, state and local laws.

Much of the work done to maintain compliance goes on without fanfare, so this month we are recognizing these diligent efforts and celebrating the compliance and ethics values we all work every day to uphold. During this time, several activities will be shared on the Bridge and Compliance Services site. As a token of our appreciation for your participation, we will be giving away a few approved prizes.

The Compliance Awareness survey will be used to assess employees' awareness of the UF Health Jacksonville Compliance Program, and to help our department identify future training opportunities and other needs.

HOW TO COMPLETE THE SURVEY:

- ▶ An email with a link to the survey was sent to all employees on Feb. 1. The survey will also be accessible on the Bridge.
- ▶ For staff without computer access, paper copies of the survey are available. Please email Kimberly Brisbon at compliance@jax.ufl.edu, and we will email you a copy of the survey with instructions for submitting it.

This is the first Compliance Awareness Survey to be conducted at UF Health Jacksonville in recent years, and it is completely confidential. We will continue to provide this survey annually and look forward to your participation.

If you have any questions, please contact Corporate Compliance at 244.1979.



OPEN LINES

NEWSLETTER DEADLINES

March – Feb. 19

April – March 11

Submit your copy and photos via email to openlines@jax.ufl.edu.

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PHOTO SUBMISSION REQUIREMENTS

We welcome photos that are taken or submitted by employees. Photos should be at least 3 megabytes (3MB) in image size to be published. Please try to take or submit photos that are clear (camera is held very still); not backlit (flash is used and/or light source is not behind the subject); and framed correctly (feet are not cut off and/or subject is not shown too far away). Employees are encouraged to arrange photography with the Media Center before an event to ensure quality. **Direct questions to openlines@jax.ufl.edu or call 244.9750.**

You can find a link to current and past issues of Open Lines on the home page of the Bridge.