



**CHIEF MEDICAL
OFFICER UPDATE**
see details on the 2017
operational plan and
how physicians are
leading the strategies

**YOUR ELECTED
MEDICAL STAFF**
introducing to you
the 2017 elected
medical staff

**REGIONALIZATION &
THE POWER OF MIT**
take a look into how
8T is benefiting from
regionalization & an
MIT pilot

**MEANING IN
MEDICINE**
how a patient can bring
great significance and
new meaning to
medicine

INNOVATION STRIKES
FHTI continually
pursues innovation
for the future of
healthcare

TRANSFORM
take a look at your
accomplishments in the
last year, your feedback
is invaluable to our
progress

**MEET OUR
NEW CNO**
learn about our
newest member of the
administrative team,
Kathy Gover

NOVEMBER & DECEMBER
ORLANDO PHYSICIAN NEWSLETTER 2016



OPERATIONAL PLAN

BY NEIL J. FINKLER, MD
CHIEF MEDICAL OFFICER | SENIOR VICE PRESIDENT

PHYSICIANS LEADING STRATEGIES FOR 2017

As we employ more collaborative models of care, it's only natural for our operational planning to follow suit. Together, we're on a journey toward more affordable, connected and excellent healthcare, and collaboration guides the way.

The 2017 business plan reflects cross-departmental feedback and an organization-wide commitment to excellence. We welcomed your input as physicians, and I'm grateful for your engagement in this process. Your unique perspectives provided valuable feedback and helped shape a more well-rounded business plan for Florida Hospital Orlando.

As healthcare continues to evolve, we must remain focused, yet forward-thinking; diligent, yet flexible. Florida Hospital Orlando is well-equipped to meet the demands of this ever-changing landscape and, with your help, will remain a beacon of excellence in healthcare into the future.

DURING THE OPERATIONAL PLANNING PROCESS:

25

PHYSICIAN LEADERS WORKED WITH NURSING TO DEVELOP THEIR OPERATIONAL PLANS FOR 2017

36

DEPARTMENTS REPORTED OUT TO CAMPUS LEADERS (BOTH CLINICAL & NON-CLINICAL) & PHYSICIAN LEADERS.

12

PHYSICIAN LEADERS ATTENDED THE REPORT OUT AND PROVIDED ADDITIONAL FEEDBACK AND ALTERATIONS TO DEPARTMENT'S PLANS



EXAMPLES OF PLANNING PROCESS RESULTS

MD & NURSE COMMUNICATION

- Observation of RNMD Rounding and feedback during nurse leader rounding
- Collaborate with nursing on patient throughput and capacity

CLINICAL OUTCOMES

Improve Quality of Care

- Revise ICD AUC power plan along with education to all implanting physicians and staff
- Leverage EPS Subgroup to review complications and provide solutions for change of care

Device Utilization Infection Prevention

- Daily Line evaluation process by: IP, Nurse Leader, Physician, Pharmacist; track compliance
- Weekly Antibiotic Rounds with IP Physician

CAPACITY & THROUGHPUT

- Implementation of daily multidisciplinary rounds
- Further develop the Care Management partnership with Post-Acute and Community Providers to improve patient transitions, decrease LOS and reduce admissions
 - UMD updates charge nurse daily with next day discharge plans. ANM contacts select nurses by 830/2030 daily for discharge updates and barriers.
 - Escalate to UMD when barriers to discharge exist

READMISSIONS

- Infuse readmission risk assessment and interventions into the interdisciplinary rounds

YOUR ELECTED MEDICAL STAFF

JAMES McCLELLAND, MD
2017 CHIEF OF STAFF

"I am looking forward to working with a strong team of healthcare professionals as we continue our quest to provide preeminent health care to our patients"



MANUEL PEREZ-IZQUIERDO, MD
2016 CHIEF OF STAFF

"We are currently on the verge of the most challenging years of healthcare in the 21st century. We now need to care for an aging generation of baby boomers while providing improved, measurable outcomes at a lower cost. These changes will test our ability to adapt to a new environment that measures success in an unorganized way. To succeed, it will take the combined and aligned efforts of physicians and hospitals. We will have to adapt and improvise not only as a physician community but also as an institution. As we set sail on this journey, we must clearly understand and share the same goals in order to define the direction and allocation of our efforts to successfully shape healthcare in America. As the most transformational years of my career come to an end, I optimistically look forward to the challenges of the upcoming ones. As Bill Dayton says, "Every successful organization has to make the transition from a world defined primarily by repetition to one defined by change."



ROBERT MICHAELS III, MD
ASSISTANT CHIEF OF STAFF

" I look forward to representing our medical staff as we continue to work collaboratively with our hospital, administration, nursing leadership and departmental directors as we strive to improve the quality of care and safety of our patients and face the challenges of a changing healthcare financial landscape."



KEVIN DEBOER, DO
SECRETARY TREASURER

"I am looking forward to helping represent the medical staff and work with the administration to continue providing excellent medical care, and provide a cooperative and rewarding working environment."



PRADEEP VANGALA, MD
MEDICINE SECTION CHAIRPERSON

"Leadership is about having a vision and a vision without action is a daydream. As the Section Chair of Medicine, I look forward to combining more than 18 years of experience with Florida Hospital and the opportunity of being part of the leadership team to see that the results of synergy of vision and action bear fruit."



MELVIN FIELD, MD
NEUROSURGERY SECTION CHAIRPERSON



INNOVATION STRIKES

**FLORIDA HOSPITAL
TRANSPLANT INSTITUTE**
CONTINUALLY PURSUES
INNOVATION FOR THE
FUTURE OF HEALTHCARE

Contributing Authors: Dr. Scott Silvestry, Dr. Duane Davis, Dr.
Bobby Nibhanupudy, Dr. Tom Chin, Dr. Ayman Koteish

The Florida Hospital Transplant Institute (FHTI) is an industry leader in transplant technology. Our physicians consistently pursue new technology. Advanced transplant programs must innovate to meet the demands of patients and overcome the shortage of available organs. See what innovation FHTI is embracing 2017 to do just that.

TransMedics | Organ Care System (OCS) Heart

FHTI has been selected to participate in the TransMedics OCS EXPAND Heart national clinical trial; OCS Heart is the world's only portable heart perfusion system. Advanced transplant programs must innovate to meet the demands of patients and overcome the shortage of available organs. The new system is designed to maintain organs in warm, functioning state outside of the body to optimize the organ's health and allow continuous clinical evaluation. This technology aims to:

- Increase the amount of time an organ can be maintained outside the human body
- Allow clinicians real-time and continuous assessment of the organ's function
- Resuscitate the organ and potentially improve overall function

This trial and technology ultimately strives to provide and increase quality of grafts for transplant, improve patient outcomes, and reduce overall cost of care.

EVLP | Ex Vivo Lung Perfusion

In 2017, FHTI will embark on a new journey using state-of-the-art technology to screen and identify grafts from lungs that may otherwise go unused or rejected for transplantation. Implementing EVLP will increase usable lung grafts for transplant and enhance our long-term outcomes and quality of life for transplant recipients. The XVIVO Perfusion System was the first FDA - approved and clinically proven EVLP technology on the market.

1st Annual Hepatobiliary Course Medical & Surgical Updates

This is a unique course that will be held at Florida Hospital Orlando. FHTI is partnering with fellow Florida Hospital GI specialists and several national experts to bring the latest in medical and surgical advancements in hepatology, hepatobiliary surgery and liver transplantation. The course will expand gastroenterologists' knowledge in order to meet the increasing needs of the complex hepatobiliary patient populations. You can find further information and register for this course at www.LiverUpdates.com

"This technology will allow more organs to be transplanted and ultimately save more lives."

-Dr. Scott Silvestry on the TransMedics OCS Heart



Desensitization and Transplant Antibodies (DATA)

In September, FHTI hosted the second biennial Desensitization and Transplant Antibodies (DATA) Conference. This was a two day conference that featured presentations from national experts in the field of transplant antibody monitoring and treatment—a clinically difficult entity impacting many patients across all solid organ transplants. More than 100 attendees from institutes across the country came together to collaborate and discuss this critical topic in a multidisciplinary fashion, including surgeons, physicians, tissue typing experts, pathologists, pharmacists, and transplant coordinators. Planning is already underway for the 3rd DATA conference to be hosted in 2018 as FHTI continues its mission to improve the quality of our patients' lives by advancing innovative care at the forefront of transplantation.



REGIONALIZATION

Florida Hospital Orlando and its physician leaders developed a physician regionalization plan to help patients understand who their doctor is for the day and when they can expect to see him or her. The plan started with the Orlando Internal Medicine group, led by **Dr. Pradeep Vangala**. The method was first deployed on 8 Tower with Unit Medical Director, **Dr. Ravi Akella**, and Nurse Manager Ginger Traylor. One of the results of this regionalization helped to answer our patient's long burning questions of "Who is my physician today? When are they coming to see me?"

Dr. Narsimha Rangaraj, an Orlando Internal Medical Group physician, describes his process when he comes onto the unit, "On 8 Tower, as soon as they see me on the floor, the HUC announces that I am there, so the whole team knows and gets ready for the rounds. It's not only the nurse, but the Nurse Leader and Care Manager, that rounds together, so we are able to have an interdisciplinary approach and handle multiple issues pertinent to patient care. The team gets to know each other and have fun during the rounds, which is actually very important, and we include our patient in it. Patients feel better...when we all smile together. A smiling team is always better."

"We've created really positive and effective relationships, we have open and fast lines of communication. Knowing when your doctors will round is no longer a big mystery, and we have more definitive windows to give the patients. It helps to set realistic expectations to the common question, 'When will my doctor be here?'" says Nurse Emilee Erdman.

In addition to the regionalization of physicians' deployment, a new door sign pilot took place that had the patient's preferred name as well as the patient's Most Important Thing (MIT) on the outside of the door. This helps the physician to instantly utilize iCARE and be able to connect with the patient as soon as they walk in. Recent feedback from David, a patient who was here both before the door signs and after implementation states, "Before, you had to look at the communication board to get to know me. Now that you know my name and my MIT before you even walk in, I feel like we have already checked a few boxes in building our relationship. I'm not just a name on a board anymore."



& THE POWER OF MIT

Most Important Thing

Knowing the patients' most important thing prior to walking into the room "allows the patient to feel like they are unique and valued, like they are not just another patient in the hustle and bustle of a busy hospital," says 8T Nurse Manager, Ginger Traylor,

Dr. Narsimha Rangaraj shares his experience with the MIT board as being a useful tool, as it ultimately enhances patient satisfaction. He says, "When we walk away from patient's room and make changes in their medications, we often feel that we have handled all of the patient's issues. But often patients' perspectives and expectations are different than what we understand. Explicit expression of MIT is one way of addressing that concern and when I actually walk in to the room with the entire team, opening a line of questioning with that MIT in mind, the patient instantaneously feels cared for. And after we address that particular concern, the patient will have a greater satisfaction."

"BEING CENTRALIZED ON 8T HELPED US TO CREATE AN ENVIRONMENT WHERE THERE IS FAMILIARITY, TRUST AND CONFIDENCE AMONG PROVIDERS, INCLUDING PHYSICIANS, NURSES & CASE MANAGERS. THIS IS CRUCIAL FOR US TO DELIVER EFFICIENT PATIENT CARE AND ALSO ACHIEVE HIGH PATIENT SATISFACTION"

-Dr. Ravi Akella, UMD

The background of the image is a blurred photograph of a hospital hallway. Several people are seen walking away from the camera, their figures softened and out of focus. The lighting is bright and even, creating a clean, clinical atmosphere. The overall color palette is dominated by light blues, greys, and off-whites, with some muted colors from the people's clothing visible in the background.

MEANING IN MEDICINE

In our lives, there are people that set change in motion. They're catalysts for new ideas, and they are woven into moments that become a part of us. Often, physicians are these change-makers for patients. But, sometimes, a patient brings equally great significance and new meaning to medicine.

On the labor and delivery unit, Noelle Moore anxiously awaited the birth of her first child. At 40 weeks, she was more than ready to hold her baby girl. Since she was still in the early stages of labor, her doctor wasn't yet at the hospital.

When a nurse came to check on her and suddenly lost the baby's heartbeat, the doctor was paged, and Noelle was rushed to the OR. Thirty minutes later, her doctor performed an emergency C-section.

Finley Elizabeth Oblander was born July 25, 2013. Due to severe neurologic damage, she died August 16, 2013.

What should have been an exciting beginning to a perfect, new life ended in seemingly insurmountable tragedy. Thanks to support from family, friends and even strangers, Noelle survived her grief, and she started The Finley Project to care for women mourning infant loss.

Noelle met **Dr. Michael Cacciatore** shortly after Finley's death. "There are few people who I can remember from that time in my life after Finley's death. Dr. Cacciatore is one of them. He's part of the snapshot of that experience in my mind," Noelle said.

"FOR THE FIRST TIME, I
CAN FINALLY LAY MY
HEAD DOWN ON MY
PILLOW AT NIGHT AND
SLEEP PEACEFULLY
KNOWING THIS
PROGRAM WAS
CREATED"

-NOELLE MOORE SPEAKING ABOUT
THE FH LABORIST PROGRAM

Dr. Cacciatore was impassioned by Noelle's story and The Finley Project. In response, he worked with **Dr. Lori Boardman** to implement a hospitalist/laborist program at Florida Hospital.

"This is what's best for our patients," Dr. Cacciatore said, "A laborist program is critical to providing the best care possible to pregnant women in this community."

The program ensures that a physician is available 24 hours a day, seven days a week. Even if a woman's regular doctor is unavailable, her baby can be born and cared for as soon as necessary.

Dr. Cacciatore is proud to serve as the laborist at Florida Hospital for Women, and he continues to work with Noelle and The Finley Project.

"She's a remarkable woman. Through this unimaginable loss, she's created something really wonderful," Dr. Cacciatore says.

Noelle's story inspires Dr. Cacciatore, and he looks forward to a hospitalist program on every campus.

THE FINLEY PROJECT

THEIR MISSION

The Finley Project was founded to care for mothers who have experienced the unimaginable - the loss of an infant. A dedicated team provides a lifeline for mothers in the minutes, hours and days after infant loss through a seven-part holistic program.

HOW THEY HELP

Mothers are guided through a seven-part program that offers:

- Assistance with funeral planning
- Help with meals & household chores
- Healing massage therapy
- Support group placement & counseling

CONTACT

For more information or to find out how you can help, contact Noelle Moore at 407.463.7575 or at noelle.moore@thefinleyproject.org.

TRANSFORM



HEALTHCARE IS EVER CHANGING AND YOUR
FEEDBACK IS IMPERATIVE TO RECOGNIZE THE WAY
WE **TRANSFORM** THE DELIVERY OF CARE TO OUR PATIENTS

TAKE YOUR PHYSICIAN SATISFACTION SURVEY NOW THROUGH
12/15/2016. WWW.HEALTHSTREAMSURVEYS.COM/FLDIVISION16



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2016 HIGHLIGHTS

1. ENHANCE LEADERSHIP OPPORTUNITIES AND STRATEGIC INPUT

- ORLANDO PHYSICIAN ADVISORY COUNCIL
- ELEVATED ED LEADERSHIP

2. IMPROVEMENT OF COMMUNICATION METHODS

- NEWSLETTER, THE SCOPE
- BI-ANNUAL MEDICAL STAFF CONFERENCES
- SOCIAL MEDIA PLATFORMS
- VIDEO SPOTLIGHTS
- CMO FOCUS GROUPS

3. IMPROVE QUALITY OF CARE TO OUR PATIENTS

- PATIENT EXPERIENCE: DOCTOR & NURSE ROUNDING, HOURLY ROUNDING, ICARE
- EXCEEDING GOALS IN KEY QUALITY CLINICAL MEASURES (*i.e. Stroke care, Hypoglycemia, CAUTI, ICU CLABSI, C.Diff*)
- NEW PHYSICIAN CARE MODELS (CRITICAL CARE & HOSPITALIST)
- MORTALITY: STATISTICALLY SIGNIFICANT DECREASE OF RISK ADJUSTED MORTALITY (O/E)

4. EFFICIENCY IMPROVEMENTS

- OR EFFICIENCY: INITIATIVES TO IMPROVE FIRST CASE STARTS AND PACU HOLD
- OBSERVATION: REDUCTION IN ED DECISION TO DEPART



FLORIDA HOSPITAL
ORLANDO

TAKE YOUR PHYSICIAN SATISFACTION SURVEY
NOW THROUGH DECEMBER 15TH

Please join us in congratulating Kathy Gover as she has been selected to serve as Chief Nursing Officer at Florida Hospital Orlando and Senior Vice President of Nursing for the Central Florida Region.

Kathy attained her BSN from the University of Florida and an MSN in leadership and management from the University of Central Florida. Her career began at Florida Hospital as a staff nurse in pediatrics; she later joined the team in the neonatal intensive care unit. Over the years, Kathy took on roles in management and most recently served as Assistant Vice President of Nursing for our campus.

Throughout her 25-year career at Florida Hospital, Kathy has demonstrated a commitment to excellence in both clinical healthcare and leadership. In the last four years, she has been integral to nursing leadership on this campus.



CONGRATULATIONS



KATHY GOVER, MSN, RN

Chief Nursing Officer of
Florida Hospital Orlando & Senior Vice
President of Nursing for the Central Region

“ Being a leader is more than just a vision and a strategy, it's how you influence and empower people to make decisions that lead to great outcomes. Great leaders optimize people's potential and empower them to lead. Our greatest accomplishments have been in concert with our physicians. It is my privilege and honor to serve as the Chief Nursing Officer. ”

CONTACT

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o | 407.303.8979
c | 407.222.9707

UPCOMING EVENTS

DEC

6

**Campus Leadership
Committee (CLC)**
12.6.16 | 7-8a
Schweizer

6 & 7

FHO Employee Holiday Party
Flannel & Frost
12.6.16-12.7.16
See Medical Staff for details

15

**Physician Satisfaction
Survey Ends**
12.15.16

JAN

1

**HAPPY NEW YEAR!
2017 IS HERE!**
1.1.17

17

**Patient Safety & Quality
Committee (PSQC)**
1.17.17 | 7-8a
Creation C&D

FEB

7

**Campus Leadership
Committee (CLC)**
2.7.17 | 7-8a
Schweizer

8

**Allied Health
Professionals Meeting**
2.8.17 | 6-8p
Location TBA

15

**Quarterly Medicine
Section Meeting**
2.15.17 | 12-1:30p
Creation Conference Rooms

21

**PSQC | Patient Safety &
Quality Committee**
2.21.17 | 7-8a
Creation C&D

23

OB GYN Section Meeting
2.23.17 | 7-8a
Location TBA

*We want to extend
warm wishes to you
and your family for a
happy holiday season!
May it be filled with love
& blessings.*



601 East Rollins Street
Orlando, FL 32803



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