The Florida Hospital Association is Proud to Recognize the 2012 Celebration of Achievement in Quality and Service Awards

**HONOREES**

**Award of Merit**
Al Stubblefield, former President/CEO
Baptist Health Care

**Spirit of Advocacy**
Steve Purves, President/CEO
Munroe Regional Medical Center

**Trustee of the Year**
Robert T. Shircliff
St. Vincent’s HealthCare

**Caregiver of the Year**
Trevor Paris, MD
Brooks Rehabilitation Hospital
Daniel Hernandez
Occupational Therapist
Tampa General Hospital

**Best Hospital Workplace**
Bert Fish Medical Center
Brooks Rehabilitation Hospital

**Community Benefit Achievement**
South Lake Hospital
Memorial Healthcare System

**Innovation of the Year in Patient Care**
Bert Fish Medical Center
Health Central

**Quality and Patient Safety Leadership**
Bert Fish Medical Center
Charles A. Krivenko, MD,
Lee Memorial Health System
Each year, the FHA Nominating Committee selects an individual as its recipient of the Award of Merit. This year’s honoree, Al Stubblefield, former President and CEO of Baptist Health Care (BHC), has dedicated a lifetime to improving care in his community.

Mr. Stubblefield served as president and CEO of Baptist Health Care for 13 years. During his tenure, Baptist received numerous accolades, including being awarded the prestigious Malcolm Baldrige National Quality Award in 2003.

For six consecutive years, Baptist Health Care was named one of the “100 Best Places to Work in America” by Fortune Magazine. For 11 years running, Training Magazine has named Baptist Health Care to its prestigious “Top 125 List” in recognition of the organization’s commitment to workforce development. Training Magazine also featured Mr. Stubblefield as one of the 11 “CEO’s That Get It” because of BHC’s unrelenting commitment to workforce training. In 2004, he was named one of the “100 Most Powerful People in Health Care.”

Mr. Stubblefield has served on the FHA Board of Trustees, is a Fellow of the American College of Healthcare Executives and is former Chairman of the Association of Voluntary Hospitals of Florida. He is also a past member of the American Hospital Association Board of Directors.
Steve Purves joined Munroe Regional Medical Center as President and Chief Executive Officer in September of 2006. He has held a number of executive positions throughout his 30-year career in health care administration. Prior to joining Munroe, he was President and CEO of 322-bed Sisters of Charity Providence Hospitals, a two-hospital regional health system located in Columbia, South Carolina.

Mr. Purves is a current member of the FHA Board of Trustees and Advocacy Committee. In April 2012, he was one of 50 health care leaders nationwide to be recognized as a “Grassroots Champion” by the American Hospital Association.

During the 2012 Legislative Session, Mr. Purves’ activism played a key role in the success of averting a $2.1 billion proposed cut to hospital payments for the care of low-income families, children, the elderly and disabled.

Mr. Purves serves on the boards of the United Way of Marion County, Marion County Public Policy Institute, Ocala/Marion County Chamber of Commerce, the Economic Development Council of Marion County, Marion County Children’s Alliance and the Heart of Florida Regional Coalition.
It is not often that a health care system is blessed with the good fortune to have someone like Robert T. “Bob” Shircliff as its advocate, mentor, enthusiast and voice in the community. His philanthropic vision, leadership and easy disposition have inspired a generation. Mr. Shircliff’s business acumen has helped St. Vincent’s continue its Catholic heritage through fiscal responsibility, efficiency, quality and integrity of purpose.

Mr. Shircliff’s connection to St. Vincent’s dates back to 1978 when he agreed to reorganize St. Vincent’s Foundation, becoming its first Chairman. Driven by his commitment to God and Catholicism, he insisted on decisions that supported St. Vincent’s mission to bring quality health care to the underserved. His influence has raised millions of dollars through capital campaigns resulting in state-of-the-art facilities, the latest in medical technology and care of the poor. Long-time friend, Jack Logue, former St. Vincent’s COO, calls Bob “the rock on which St. Vincent’s has stood.”

In 2007, Mr. Shircliff was honored for his contributions when the street at the main entrance of St. Vincent’s Riverside was renamed “Shircliff Way.” The reason, given by one of Jacksonville’s top leaders, Richard Mullaney, was that if we always conduct business the “Shircliff Way,” then we are sure to do the right thing.
Since joining Brooks Rehabilitation in 2006, Dr. Trevor Paris has continually demonstrated his commitment to patient care and helping stroke survivors regain their independence.

Dr. Paris’ leadership led to the establishment of an evidence-based model for stroke rehabilitation at Brooks. His multi-disciplinary team develops best practices through literature reviews and education to ensure patients are getting the most effective treatments possible.

To that end, Dr. Paris began his own research projects through the Brooks—Clinical Research Center and was co-principle investigator of the first Brooks initiated project “Homeward Bound,” which was accepted for presentation at the International Stroke Conference.

Dr. Paris saw many of his patients decline in health and mobility after traditional therapy. He realized that the gym can be a very intimidating place for stroke survivors. In response, Dr. Paris worked with the YMCA to create a special wellness program specifically designed for stroke victims’ unique needs. The program has been so successful that it has expanded to nine YMCAs in the Jacksonville and Orlando areas.

Dr. Paris chose the medical field to make a difference in people’s lives. According to Press Ganey patient satisfaction data, he’s succeeding. Dr. Paris scores higher than the national average in all areas measured.
Daniel Hernandez, occupational therapist, has been a vital member of the interdisciplinary team at Tampa General Hospital for the past 17 years. His work to create devices that assist the patient’s recovery is exemplary. Mr. Hernandez created a button that patients can access with their hand, foot or head when they are unable to press the nurse call light or pain treatment button. When concerns arose about an increase in patients’ pressure areas, Mr. Hernandez created a device to help decrease the pressure areas. Mr. Hernandez also created a device to help reduce pressure areas caused by securing of endotracheal tubes.

Mr. Hernandez is an expert in splinting and adaptive devices. He assists in creating extended handles for patients who have ventricular assistive devices, which allows the patient to move and participate in therapy sessions. Mr. Hernandez is also bilingual and provides basic translation for patients and staff when needed.

In addition, Mr. Hernandez provides burn therapy education to his community, including local physical therapy classes, local conferences and guidance to caregivers at the VA who treat war veterans.
Bert Fish Medical Center (BFMC) is comprised of over 700 dedicated and valued employees, auxiliary and medical staff. One of BFMC’s key strategic goals is to recruit and retain a top-quality workforce that is dedicated to providing patient-centered care. BFMC implemented a progressive new employment process that allows its leadership team to select and maintain the highest caliber of professionals. Applicants receive BFMC’s value statement prior to interviews to make it clear that high-quality care is essential to the hospital’s success.

Once hired, employees attend an orientation celebration to congratulate them on joining the BFMC family. The CEO, leadership and all staff participate, and the day ends with an ice cream social. After 30 days of employment, new team members reconvene where they receive additional tools to help build a culture of patient and employee-centered ownership. The CEO meets with new employees regularly to gauge whether or not BFMC is “walking the walk and talking the talk.” The goal is to develop a real relationship with all employees and truly get to know them on a first-name basis to ensure they have the resources to provide quality care. This commitment shows them that BFMC has a vested interest in their success.
When new employees start at Brooks Rehabilitation Hospital, they are asked what attracted them to the organization. Consistently, the three top answers are: reputation, clinical education and the opportunity for community involvement.

Based on employee responses to a survey from the Jacksonville Business Journal, Brooks Rehabilitation was the only hospital honored as a “Best Place to Work” for the past three years. On the Employee Engagement Survey last year, Brooks scored in the 91st percentile – outscoring 112 of the 125 participating health care organizations.

Brooks believes that continuous investment in staff is essential to providing the highest quality patient care. Last year, the Clinical Education Departments delivered more than 130 continuing education programs. Brooks also implemented a Nursing Ladder and a Residency and Fellowship Program.

As a non-profit, Brooks is dedicated to giving back to the community. Employees can participate in company supported walks, fundraising events for other non-profits and volunteer at community events. The hospital also provides continuing support for patients after discharge through the Brooks Clubhouse and Brooks Adaptive Sports and Wellness Program.

With all of those benefits, it is no wonder that Brooks increased retention from 69 percent in 2005 to 80 percent in 2011 and scored a 92 percent in patient satisfaction with 96 percent likely to recommend.
South Lake Hospital, part of Orlando Health, opened the National Training Center (NTC) in 2001, as a central part of its unique 180-acre health, wellness and education campus. The NTC is a sports and wellness facility, which includes a fitness center, aquatic center, track and field complex, athletic fields, softball complex, human performance testing and outpatient rehabilitation. The vision of the NTC is to be the leader in the community – and the country – for promoting preventative care and wellness. The NTC is an ongoing hospital initiative that continually provides community benefits focusing on wellness and physical activity for residents and visitors young and old, from novice to professional athletes.

South Lake Hospital offers scholarships for underserved youth who could not otherwise afford to participate in the various youth programs offered at the NTC. To date, the hospital has provided scholarships for nearly 200 Lake County children, totaling just over $20,000. The NTC’s experienced exercise specialists continually develop unique fitness and sports programs with a focus on the communities health care needs such as fitness programs for teens, individuals undergoing cancer treatment, those with diabetes, those trying to quit smoking and more. To complement the NTC, the hospital campus also includes an organic community garden, an outdoor permanent labyrinth, a therapeutic garden and a walking trail.
Community Youth Services (CYS) has helped nearly 150,000 at-risk young people and their families in Broward County since 1999. Memorial Healthcare System launched CYS to address the need for safe and structured services on teen health, safety and substance abuse. CYS offers a wide variety of programs, camps and classes – including afterschool activities, crime prevention programs, early intervention and teen pregnancy services, health care, aging out of foster care and more – at 22 sites in Broward.

Fully accredited by The Joint Commission, CYS is 100-percent grant-funded. CYS is licensed by the Florida Department of Children and Families, is an approved provider of school-based services by Broward County Public Schools, is certified by Healthy Families of America and is an original participant in Broward Schools’ “Partners in Education” initiative.

CYS offers real solutions for social ills, pointing at-risk youth down the road to success through targeted programs such as “Guiding Good Choices,” “Clean, Sober and Smart,” “Future PREP – Addressing the Transition to Independent Living” and “MOMS (Mothers Overcoming Maternal Stress).” CYS’s impact is measurable. MOMS, for example, helped 90 percent of participants decrease their stress, with 79 percent reporting fewer symptoms of depression.

As MOMS participant Shauna testifies, “CYS has taught me so much about how to be a mother. Without CYS, I would not be a good mom.”
Bert Fish Medical Center’s emergency department treats over 30,000 adults and children every year. The leadership team empowered staff to transform patient care and focus on three major quality initiatives: minimize emergency department wait times and patient flow, enhance communication with patients, and improving patient safety. One process implemented was direct access bedding. These process changes have decreased length of stay in the ED by 18 minutes. The improved patient flow has had a positive effect, increasing patient satisfaction from 79.7 percent to 88.2 percent.

The ED staff implemented bedside medication verification (BMV). The BMV allows caregivers to utilize bar code scanning technology to administer medications using the five rights of medication administration. Meditech’s transfusion administration record (TAR) system was also put into place. The patient’s bar coded wristband and the bar coded blood products label are scanned. The system verifies that the patient and the blood product are both correct and allows the nurse to proceed with the transfusion. Through dedication, hard work, and a passion for patient safety, BFMC became the first hospital to implement Meditech’s BMV and TAR in the ED.
Lack of complete, accurate communication at points of transition is a major issue affecting the quality and safety of patient care in the perioperative setting. Standardized communication of essential care elements prevents patient harm, adverse events and negative patient outcomes.

Health Central's innovative model demonstrates how a structured handoff tool and standardized process increase effective perioperative communication of essential care elements, and assists in the timely recognition of patients at risk for clinical deterioration. A multidisciplinary team applied Lean Six Sigma principles, American Society of PeriAnesthesia Nurses standards, a literature review and staff questionnaires to develop a standardized patient transition process from the operating room to the post-anesthesia care unit (PACU) and the handoff tool Perioperative PEARLS. Each letter in the word PEARLS corresponds with essential elements of care unique to the perioperative patient.

The standardized handoff process and the implementation of Perioperative PEARLS improved the effective transfer of essential patient information, compliance with regulatory standards, and promoted handoff communication, improved perioperative staff teamwork and improved PACU nurse satisfaction were noted post-implementation.

The perioperative handoff communication practice change is a leading example of how a multidisciplinary team can advocate for patient safety by implementing evidence-based practices. In order to be successful, organization policy must address handoff from the perspective of the patient, key stakeholders and patient care providers.
As Bert Fish Medical Center (BFMC) emerged from a turbulent year of change of ownership, it was clear that the new leadership team should focus on goals that ensured patient safety and provided quality, cost effective, patient-centered care for every patient every day.

Each day the nursing leadership team visits patients to assess the patients’ experience and evaluate how to improve it. Through this and other initiatives, BFMC reports a 15 percent increase in HCAHPS scores. In March, BFMC joined with FHA on the Hospital Engagement Network as part of the Partnership for Patients Initiative. This partnership reflects the same beliefs of the Planetree organization, which is integrated into the BFMC culture. Planetree focuses on providing individualized care and tools and resources to make healthy lifestyle changes.

BFMC has also intensified its focus on methods to prevent hospital acquired infections and purchased two Xenex machines—mobile, robotic devices that use UV pulsing light to kill bacteria. Xenex systems can disinfect a room in 10 minutes and are proven to be effective against a variety of the most dangerous superbugs, including C-diff and MRSA. All of these initiatives support the leadership goal of providing safe, quality care.
Charles A. Krivenko, M.D., is the epitome of the fundamental principle that informs and guides health professionals every day in their delivery of medical care: “First Do No Harm”. As Lee Memorial Health System’s (LMHS) Chief Medical Officer for Clinical and Quality Services and its Chief Patient Safety Officer, he provides the leadership for a safety-centered organization that has placed patient safety as its number one core value.

Since joining LMHS in 1998, Dr. Krivenko has initiated many innovative and successful programs that have zero harm as their point of focus. Some of these programs include keeping harm visible through a monthly Safety Progress Report and a daily safety call at each hospital campus where leaders report in on potential safety situations. Safety is kept foremost in everyone’s consciousness through the system-wide practice of starting every meeting with a safety story. Knowledge is spread by training more than 500 safety coaches who work in departments throughout the health system. Staff members are engaged by communicating new Red Rule safety absolutes in a fun, yet serious, video that includes health system leadership as actors.

Dr. Krivenko also led LMHS’s participation in many state and national collaborations, like the Hospital Engagement Network, to share best management practices and promote quality and safety through the state and the United States.

At Lee Memorial Health System, Dr. Krivenko spearheads a patient safety culture in an organization that is noted for consistently achieving high rankings in quality and patient safety.