

# OL

## OPEN LINES

A portrait of Dr. Leon L. Haley Jr., a Black man with a mustache, smiling. He is wearing a dark navy blue suit jacket, a light blue dress shirt, and an orange tie with a white diamond pattern. An orange pocket square is visible in his jacket pocket. He is standing in front of a large window with a grid pattern, looking directly at the camera.

# SCRUBS *to* SUITS

*Dr. Leon L. Haley Jr. is the first physician to serve as UF Health Jacksonville CEO.*

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## Health care, education, innovation and research are not just what we do — they are our passions.

Happy New Year! What a difference a year makes. Last January, I was new to UF Health. I was still living out of boxes when you all graciously welcomed me into your intensive care units, departments and practices. You took the time to answer my questions and helped me see all of the great work happening at Jacksonville's premier academic health center. Today, I am not only excited to continue to lead as dean of the University of Florida College of Medicine – Jacksonville and UF's vice president for health affairs, but also now as CEO of UF Health Jacksonville.

Last year, we grew our footprint and expanded our services when we opened the UF Health North inpatient tower, UF Health Family Medicine – Amelia Island and several practices in the UF Health North medical office building. I am excited that we were selected as the health and wellness provider for the Wildlight community, which will ultimately grow 24,000 housing units on 25,000 square acres in Nassau County. The University of Florida and its academic health center, UF Health, is partnering with Raydient Places + Properties to construct health and fitness facilities for the new community. In addition, we will spearhead programs and services aimed at promoting healthier living throughout Wildlight and Northeast Florida.

Our new vision is to be the **“region's most valuable health care asset.”** This vision comes as we continue to improve our quality and patient-safety ratings, as our top priority will always be enhancing patient care.

UF Health serves a unique and essential role in our community, state and region. We educate and prepare the next generation of health professionals through the UF colleges of Medicine, Nursing and Pharmacy. Together, we are discovering new treatments and cures through collaborative innovation and research. We care for some of the sickest and most critically injured patients through the region's only Level I trauma center. As a safety-net hospital, we provide advanced medical care for all patients, regardless of age, race, sex or socioeconomic status. We also desire to be a top place to work for through our efforts with employee and physician engagement.

Not only do all of these actions accomplish our mission and vision, but they are also our passions. As dean, vice president and your new CEO, I will do everything I can to provide you with the resources and support you need, so together, we can continue to move medicine forward.

Sincerely,



Leon L. Haley Jr., MD, MHSA, CPE, FACEP



## Congratulations to Our 2017 Health Care Heroes Honorees

Every year, the Jacksonville Business Journal recognizes outstanding individuals who impact the quality of patient care. Four members of the UF Health family were honored for their dedication, knowledge, service and skills.

### HEALTH-DRIVEN POLICY MAKER OR ADVOCATE

#### Penny Thompson

Former Vice President of Government Affairs

### LIFETIME ACHIEVEMENT

#### Mobeen Rathore, MD

Professor and Associate Chair, Pediatrics  
Chief, Division of Pediatric Infectious Diseases and Immunology  
Director, UF Health Center for HIV/AIDS Research, Education and Service

### MENTAL HEALTH

#### Steven Cuffe, MD

Professor and Chair, Psychiatry  
Program Director, Psychiatry Residency

### PHYSICIAN

#### Steven Godwin, MD

Professor and Chair, Emergency Medicine  
Assistant Dean, Simulation Education  
Program Director, Patient Safety Fellowship



# Moving to Help Patients Do the Same

**UF Health Rehabilitation – Emerson expands to offer more specialized services.**

Imagine recovering from back surgery and experiencing pain with every step. Now imagine wearing a pair of therapy shorts attached to a highly advanced treadmill. The shorts and a zip-up plastic chamber around you fill with pressurized air. Your body weight is adjusted to within 20 percent of your mass, and off you go. With the device, you are able to walk as you normally would, strengthening your muscles and reinforcing your regular gait. Not only can you move effortlessly, but now recovery is off to a great start.

The AlterG Anti-Gravity Treadmill is just one of the specialized pieces of equipment available at UF Health Rehabilitation – Emerson. At 10,000 square feet, the new facility is nearly three times the size of its former space. There are also two therapy gyms — one designed for orthopaedic and sports rehab patients, and another for patients with neurologic conditions. Both areas are connected by seven private therapy rooms, a conference room and a staff lounge.

“The new Emerson facility is able to offer more — more services with more equipment to treat more patients,” said Amanda Roura, a physical therapist and supervisor of rehabilitation services at the Emerson campus.

This site now offers programs for balance, oncology rehabilitation, speech therapy, focused sports therapy and women’s health.

“We are thrilled to have the increase in square footage and new therapy technology,” said Jeanne Bradshaw, director of UF Health Rehabilitation. “It enables an already talented team of therapists to provide a broader range of therapies at Emerson, providing patients the best opportunities for recovery.”

The facility offers higher-functioning equipment with heavier weights that can help elite athletes return to full function. The sports and orthopaedics room has a retractable net to assist patients with movements involving kicking, throwing and swinging.

Certified hand and upper extremity, sports, and strength and conditioning specialists work with patients to meet individual needs. These physical therapists study movements for each type of activity and can customize treatment plans.

Erik Alexander is a board-certified sports physical therapist who works closely with the orthopaedics department and local sports teams.

“With sports, there is a lot of movement involved, and the new facility gives us more room to move,” Alexander said.

Alexander is building on the existing sports therapy services by adding ACL injury prevention and post-concussion rehabilitation.

Neurology specialists provide customized balance, occupational, physical and speech therapy for patients recovering from traumatic head and spine injuries, stroke and those managing neurological conditions. Advanced equipment is used, such as an electrical stimulation bike, a computerized balance machine and a ceiling-hung suspension system that provides walking support.

The speech therapy room has special acoustics and equipment to capture sounds and give auditory biofeedback to accelerate therapy goals. Certified speech therapists work with patients struggling with the effects of Parkinson’s disease, stuttering, swallowing and those recovering from stroke.

UF Health Rehabilitation – Emerson offers therapy using the McKenzie Method for patients interested in nonpharmacologic relief from back pain. This methodology empowers patients to manage their own symptoms using stretches and exercises instead of medication, heat or ice, allowing for natural healing.

UF Health Rehabilitation has two certified clinicians who are specially trained in this method. In addition, most UF Health Jacksonville physical therapists receive some level of McKenzie Method training.

The new center is still located at the UF Health Emerson Medical Plaza, 4949 Emerson St., Building 2, Suite 300.

An open house is scheduled from 3:30 to 6:30 p.m., Thursday, Jan. 18, with demonstrations and tours available. To RSVP, call 244.1140 or email [sammie.adkins@jax.ufl.edu](mailto:sammie.adkins@jax.ufl.edu) by Jan. 11.





## A LEGACY OF CARE, COMPASSION AND QUALITY

To many employees, Russell E. Armistead, MBA, former CEO of UF Health Jacksonville, is just Russ. He greeted them in the hallways, during weekly rounds and when he got lunch in the cafeteria. He was at every organizational event celebrating successes, and often announced big changes — the most recent of which was his retirement, effective Dec. 31.

Armistead began his career as a certified public accountant and went on to become the Wake Forest School of Medicine vice president for health services administration. Next, he was named interim chief financial officer and CEO at the Medical College of Ohio in Toledo, Ohio. In 2004, he was recruited to UF Health in Gainesville, but we almost lost him to another opportunity.

Amid negotiations to take an administrative position at Augusta University, then known as Georgia Regents University, Armistead got a call the day after Christmas from David S. Guzik, MD, PhD, president of UF Health.

“He said, ‘Jim Burkhart just called me and resigned.’ He asked if I would consider being CEO here,” Armistead said.

He delayed the other job offer by a few days, but the board of directors had to move quickly to appoint Armistead. They did so six days later.

“That was a Friday afternoon and I asked Dr. Guzik when he wanted me to start, and he said ‘Monday,’” Armistead laughed.

Beginning as CEO in January 2013, Armistead quickly set his goals for the organization. His first objective was to improve the patient experience.

“I wanted us to have a collegial, cooperative, friendly staff and for our patients to feel that we not only took care of their medical needs, but that this also was a pleasant place to do it,” he said.

Today, all new hires undergo hospitality training as part of employee orientation, which emphasizes the importance of warmly greeting patients and wayfinding. Armistead himself made efforts to be approachable by getting out of his office and rounding, directly asking units what they needed and increasing organizational transparency through the “A Few Minutes with Russ” video series.

Though it wasn’t on his radar at first, Armistead said quality quickly became a priority for him. After his first year at UF Health Jacksonville, the hospital’s Vizient rating dropped to one star. This was due to new scoring metrics and the implementation of Epic software, without establishing a formal review process for its data, which impacts quality scores.

“We had no structured organization around managing quality. It’s not the individual care a provider gives a patient, it’s about the systemic approach,” Armistead said. “We appointed Dr. Kelly Gray-Eurom to help our faculty improve documentation and correct our errors. We were having 25 to 30 urinary tract infections and 25 to 30 central line infections a month, and the standard is zero. We now have zero to three each month as a direct result of our structured approach to quality.”

Armistead believes quality and hospitality will define his time at UF Health. “I think people will remember my emphasis on quality, and think about me as open and available,” he said.

Leon L. Haley Jr., MD, dean of the University of Florida College of Medicine – Jacksonville, has succeeded Armistead as CEO.

“I’m pleased Dr. Haley was selected,” Armistead said. “He’s very good on his feet, pleasant and easy to talk to. He has a lot of experience from Grady Memorial Hospital in Atlanta. I like to think I’m a pretty good listener, and I think he’s even better.”

In retirement, Armistead is looking forward to turning off his alarm clock on weekdays and traveling with friends. He hopes to split time between Jacksonville and North Carolina, and alongside his wife of 50 years, watch their grandchildren grow up.

“I can say with clarity that this is the best job I’ve ever had,” he said. “I love what I do, and if it wasn’t for my age, I would keep doing it. I’ll miss the people, and I’ll miss this place.”

**Russ Armistead hopes to be remembered  
as a receptive and transparent leader.**





## UF Health staff share their recollections of Russ Armistead's impact.

"My favorite memory of Mr. Armistead is always seeing him at the UF Health Jacksonville Family Night at the Zoo. He would be there year after year smiling and greeting employees."

**Vicky Hopkins**

Follow-Up Specialist for Patient Financial Services

"I remember when Russ first came here, he would walk through the Emergency Department and talk with all of the staff about how things were going. I had never seen the CEO of any organization I have worked for do this, and it made me feel like the leadership here really cared and was accessible to all of the staff."

**Rachel Miniea**

Nurse Analyst for Clinical Informatics

"I always loved seeing him eat in our cafeteria. I appreciated his presence and his smiling face."

**Melody Huang, PharmD**

Informatics Pharmacist

"One of the first things he did after becoming CEO was hold Employee Forums. I attended the very first one. He listened, asked thoughtful questions and gave a few of his own thoughts. Not long afterwards, we saw action on the concerns employees expressed in that meeting. That stuck with me and was the start of my admiration for him as our leader here at UF Health."

**Alice Weiss**

Performance Improvement Specialist for Quality Management

"I am certainly going to miss the 'Few Minutes with Russ,' which evolved into 'A Few Minutes with Us.' Thank you so much for your wonderful leadership and the honorable way you have represented UF Health Jacksonville to the community, the state of Florida and beyond."

**Michael Butler**

Manager for the Sleep Center and Neurodiagnostic Services



Leon L. Haley Jr., MD, MHSA, starts new CEO role while serving as dean of the UF College of Medicine – Jacksonville.



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# EXPANDING REACH, RESEARCH AND QUALITY CARE

It's been quite the year for Leon L. Haley Jr., MD.

In January 2017, the UF Health community welcomed him as dean of the University of Florida College of Medicine – Jacksonville. Fast forward 12 months, he's now CEO of UF Health Jacksonville, too.

Haley succeeds Russ Armistead, who retired at the end of December after leading the hospital since 2013. Haley will retain his roles as dean as well as vice president for health affairs at the University of Florida. His first day as CEO was Jan. 1.

"Since I've been here, everybody has been warm and engaging as they've welcomed me to the health system and to the Jacksonville community," Haley said. "I'm humbled and excited about the opportunity to now also move into the CEO role."

Haley, who came to Jacksonville from Grady Memorial Hospital and Emory University in Atlanta, said he was initially drawn to UF Health because of the quality faculty and staff, dedication to safety-net care and potential for growth. While reflecting on his first year, Haley speaks of the momentum on the downtown campus and at UF Health North, which has since opened an inpatient bed tower to complement the medical office building. Leaders are planning for even further expansion there.

From a college standpoint, Haley is excited about key leadership positions being filled, such as senior associate dean for clinical affairs, and the various research projects that have begun or will soon commence on campus. He wants research to become a greater focus.

Haley also looks forward to the College of Medicine – Jacksonville collaborating more with the College of Nursing and College of Pharmacy. He believes an interdisciplinary approach can only enhance learning and training activity.

## Hospital Goals

Haley said quality will continue to be a top focus, as the hospital has made significant improvements in a number of metrics in recent years, such as reducing various infection rates and improving mortality. He wants UF Health Jacksonville to eventually land in the top 10 of the Vizient Quality and Accountability study. This past year, the hospital jumped from 77th to 44th nationally.

Financial stability and fiscal responsibility will also remain a priority. Haley seeks to explore new fundraising opportunities, work closer with the city and garner more support from the philanthropic community.

"We will continue to work on revenue and operations to ensure we're functioning as efficiently as we can," he said. "We also want to take care of our employees. Results are in from the employee engagement survey, and we will have

teams to methodically work through the areas of concern."

In addition, Haley points to the excitement of the planned Wildlight community in neighboring Nassau County, which will feature 1,000 new homes on 260 acres. As the official health care partner, UF Health will build facilities and develop programs to promote healthy living there.

"This initiative is representative of our redefined aim," Haley said. "Our vision is to become the region's most valuable health care asset."

## Serving as CEO and Dean

Haley said when he was recruited to be dean, UF Health leaders hinted at the idea of him also possibly stepping into the CEO role one day, though there was no guarantee. The key was to get acclimated and see how he handled the first several months as dean.

"I'm not a power-hungry person. However, it's nice to know the health system has a single leader to help drive a lot of the initiatives," Haley said. "The potential for this situation excited me, and I think that's one of the reasons I looked at the opportunity when I was at Emory."

In balancing the CEO and dean roles, Haley said it will be essential to rely on the talents and expertise of the leaders and other personnel around him.

"I'm a big believer in delegating and giving people opportunities to lead and thrive," Haley said. "I touch base with them a lot, but I try not to micromanage. My job will be to make sure we can collaborate and pull everything together to ensure we're pushing our health system in the right direction."

David S. Guzick, MD, PhD, senior vice president for health affairs at the University of Florida and president of UF Health, lauded Haley after the hospital's board of directors named him CEO in September.

"It's clear to anyone who has had the good fortune of working with Dr. Haley, both in his role as a physician and as an administrator, that he is a man of incredible talent," Guzick said. "He has brought such positive energy and expertise to the college that we felt it made perfect sense to have him lead this great organization, a model that follows how many other academic health centers are structured."

While in Atlanta, Haley served as vice chair and professor of emergency medicine and executive associate dean at Emory, and was chief medical officer of the Emory Medical Care Foundation. He also served as deputy senior vice president of medical affairs and chief of emergency medicine for Grady.

Prior to his positions at Grady and Emory, Haley was a senior staff physician at the Henry Ford Health System in Detroit.

UF Health oral and maxillofacial surgeons use 3-D technology and a patient's fibula to customize complex jaw reconstruction.

**K**ayli Cramer is your typical Florida teen. The full-time student is an education major at Daytona State College and has a part-time job at Starbucks. When she isn't in class or serving lattes, she is at the beach with her goldendoodle, Cooper. The 19-year-old hopes to become an elementary school teacher someday, but so far her biggest lesson hasn't come from a classroom. She learned the importance of resilience and the power of her smile through her treatments at UF Health Oral and Maxillofacial Surgery – Jacksonville.



SAVING  
SMILES



## A Daunting Discovery

Two years ago, Cramer's pastor playfully pinched her cheeks during Bible study, causing a sharp pain in her jaw. Not thinking much of it, she made an appointment with her dentist.

"It only slightly hurt when I ate, so I thought it was a cavity," Cramer said. "When they did an X-ray, they saw a tumor."

During the next several months, Kayli and her mother visited several specialists, but no one knew how to help until she was referred to Rui Fernandes, MD, DMD, an oral and maxillofacial surgeon and chief of head and neck surgery at UF Health Jacksonville.

"I had months of pain and it was very frustrating," Cramer said. "When we finally got here, they took care of us."

A biopsy showed the tumor in her lower jaw was benign, but very aggressive. Cramer immediately had her first surgery to remove the growth. A year later, the tumor grew back and Cramer had her second procedure to remove the mass. X-rays taken in 2017 showed that it had not only returned, but this time, there were multiple tumors at the original site.

"Obviously, it was very aggressive, and it was not going away," Cramer said.

## Revolutionizing Resection

Up to this point, surgeons only removed the area around the tumor, but Salam Salman, MD, DDS, a UF Health oral and maxillofacial surgeon, recommended removing a lot more through a segmental mandibulectomy.

"A lot of these patients require resections or a big part of their lower or upper jaw removed and reconstructed," Salman said.

Fernandes and Salman encouraged Cramer to have the segment of her lower jaw and teeth, where the tumors continuously formed, removed and replaced with a portion of her fibula, the smaller bone in the lower leg located between the knee and ankle.

The complicated reconstructive process used to be completed in stages over the course of 18 months. Fernandes, Salman and their team of specialists can complete the entire procedure at once during a six- to eight-hour surgery.

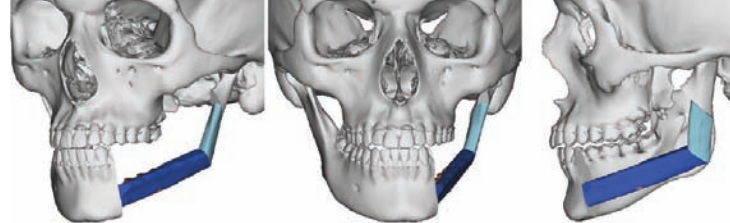
"Generally you would stage this out into multiple steps," Salman said. "You would perform a fibula free flap to reconstruct the defect. Wait about four to six months and then go back in to put in the dental implants. And then wait about four to six more months to go back in to put teeth on top of it."

Using 3-D imaging software, virtual surgery simulation and prefabricated cutting guides, oral and maxillofacial surgeons can customize and accurately plan the procedure, as well as place a dental prosthesis that aligns with the patient's natural teeth to near perfection.

"Every single patient will be different," Fernandes said. "Every single patient's facial structure is different. The mandible is different. The tumor is different, so no two cases are the same."

## Customized Creations

Cramer's 3-D images were formed using a series of CT scans. Those images were then used in the virtual surgery simulation and manufacturing of the surgical guides. The guides not only provided the exact areas where the surgeons



KAYLI CRAMER'S 3-D SCANS FOR JAW RECONSTRUCTION.

needed to cut Cramer's jaw, but also showed them where to cut the fibula to successfully reconstruct and replace her jaw.

"We can be assured that it's in the right position and precise enough to restore even though we are far away from the head and neck," Fernandes said.

The portions of fibula are pieced together to form the new jaw and held in place with a tailor-made titanium plate. In addition, the 3-D images are used in the construction of the dental implants that are attached to the reconstructed jaw before it is placed into a patient's mouth. During the procedure, blood vessels in the fibula are also removed with the bone and reconnected to the patient's neck to preserve vascularity and ensure the reconstructed bone remains healthy.

"We try to do everything through oral incisions, so everything is done from inside of the mouth with only a 2-centimeter incision on the neck for us to connect the blood vessels," Salman said. "Waking up from the operating room with teeth in place and very minimal skin incisions is very beneficial for the patient psychologically as well as for their quality of life."

## Surgical Success

Cramer's procedure was completed Oct. 9 at UF Health Jacksonville. The swelling has since gone down, and in a couple of months, Cramer's dental implants will be replaced with her new permanent teeth.

"Knowing that they have the technology to do this and that they have put the effort into having patients come out better is amazing," Cramer said.

The 3-D technology helped ensure that Cramer's new jaw precisely followed her natural jawline. Before these advancements, patients could be left without a jaw for more than a year. When it was replaced, it was often misshaped.

"You can't really cover up your face, but beyond that you use your jaw for speech, swallowing, nutrition and social interaction," Fernandes said. "Our jaws affect our ability to show emotions. Now patients are able to keep all of those things with this procedure."

The doctors at UF Health Oral and Maxillofacial Surgery – Jacksonville continue to monitor Cramer for tumor development, but they are confident this procedure was her last.

"The tumors have made dealing with my health hard, but I am grateful that I have Dr. Fernandes and Dr. Salman," Cramer said. "They are amazing people. They have been there for me every step of the way. They have never kept me in the dark and just genuinely tried to help me get better."

Cramer lives with the results of their dedication and drive every day and shares it with every smile she gives. She can now focus on her college courses without worrying about tumors.

Eventually, she hopes to inspire her students to never give up, the same way Fernandes and Salman motivated her at UF Health Jacksonville.





# WE HEAR YOU

Each of you shapes the future of UF Health Jacksonville through your feedback in our annual Employee Engagement Survey. By measuring and improving employee engagement, we can work together to create a healthy and healing environment that produces excellent care and service for our patients, community and each other.

The 2017 survey was conducted Aug. 7 – 27 and was made available to all full- and part-time employees, PRN employees, medical students and residents employed by the University of Florida College of Medicine – Jacksonville and UF Health Jacksonville. It was administered online by Press Ganey. Responses were sent directly to Press Ganey and kept completely confidential.

### Response Rate

We had 3,195 employees complete the survey, which is 72 percent of our staff. This is down slightly from the 76 percent who participated in 2016, but still a significant participation rate compared with the national average of 70 percent. This placed UF Health Jacksonville in the 65th percentile for engagement compared with the national health care average.

### Moving Forward

Managers and directors will review the survey results with employees by Jan. 31 and work to develop action plans based on feedback. The action plans will address items of concern and include steps to improve them. From March through June, management will continuously touch base with staff to monitor the perceptions of existing issues and determine if progress is being made to address them.

### OVERALL OBSERVATIONS COMPARED WITH 2016 SURVEY

#### GREATEST SIGNIFICANT IMPROVEMENTS

- Ability to disconnect from work communications during free time
- Climate of trust in work unit
- Knowing your work makes a difference
- Work-life balance: ability to separate from work during personal time

#### KEY STRENGTHS

- Pay and development: pay is fair, opportunities are provided for career development
- Sufficient time to provide care to patients
- Work-life balance: ability to separate from work during personal time

#### KEY DRIVERS OF FOCUS

- Continue to work on improving perceptions of high-quality care and service — overall and at the work unit level
- Continue to work on teamwork throughout the organization at the division and department work unit level



## UF Health urologist offers FDA-approved, minimally invasive outpatient procedure.

**IT** is a life-altering issue affecting half of all men between 51 and 60, and it only worsens with age. Benign prostatic hyperplasia, also known as BPH or benign enlarged prostate, is among the most common urological diagnoses in men, according to the American Urological Association.

"Men can begin experiencing symptoms as early as their mid-30s, but typical cases occur in men who are in their 50s and 60s," said Joseph Costa, DO, a UF Health urologist.

The prostate is located between the bladder and urethra, the tube men use to urinate. As the prostate grows, it can squeeze down on the urethra, causing symptoms that greatly impact quality of life.

"Patients can experience frequent urination, restlessness due to multiple nighttime trips to the bathroom, pushing or straining to urinate, weak urinary stream, trouble emptying their bladder and sexual dysfunction," Costa said. "If left untreated, BPH can cause urinary tract infections and in extreme cases can lead to permanent bladder or kidney damage."

UroLift is a Food and Drug Administration-approved, minimally invasive outpatient procedure that uses tiny implants to relieve obstruction by the prostate without cutting, heating or removal of tissues, as with prior treatments. The procedure can be done in minutes, and afterward, men are able to walk out the door.

"A device goes through the urethra and places clips on the prostate on both sides of the channel," Costa said. "This keeps the gland from blocking the tube, preventing the symptoms and complications caused by BPH."

UroLift can be completed in a doctor's office with the use of local anesthesia or at a hospital where more options for anesthesia are available. The procedure does not remove any tissue, so patients experience minimal side effects and have a rapid recovery.

"Patients tend to see their symptoms disappear in about a week, after the swelling subsides," Costa said. "Usually, I am able to stop all of their BPH medications a week or two after the procedure."

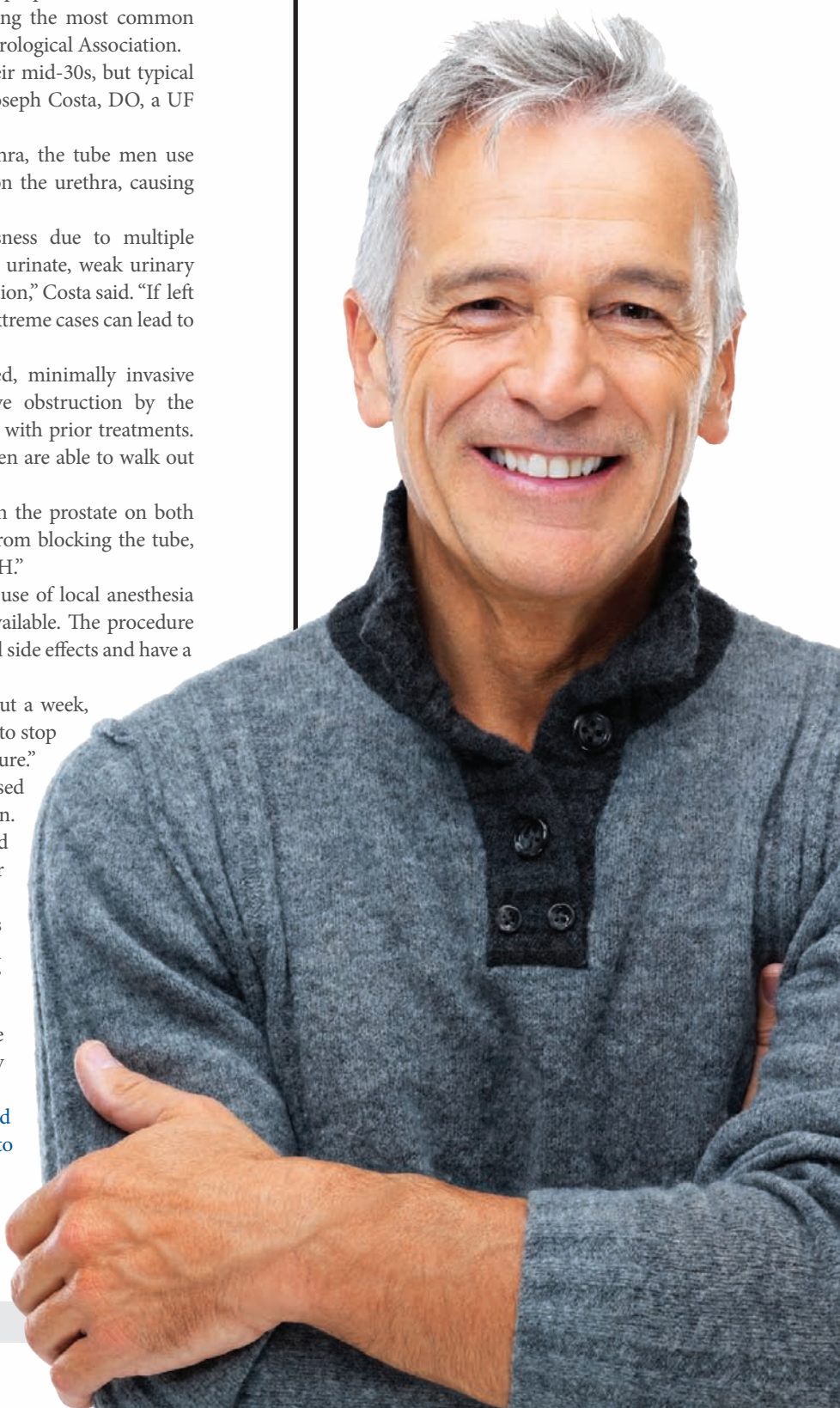
UroLift is not recommended for men who are diagnosed with prostate cancer that is being treated with radiation. Depending on the growth rate, some patients may need an additional, more invasive procedure to treat their enlarged prostates.

"This procedure is a very progressive option and provides an intermediary step that is more effective than medication and causes fewer complications than inpatient surgery," Costa said.

UF Health Urology – Jacksonville was the first practice in the region to offer the procedure after it was approved by Medicare in Florida.

If you are experiencing symptoms related to an enlarged prostate, call 633.0411 or visit [UFHealthJax.org/urology](https://UFHealthJax.org/urology) to schedule an appointment with a UF Health urologist.

# RAPID RELIEF FOR PATIENTS WITH ENLARGED PROSTATES





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## OPENLINES

### NEWSLETTER DEADLINES

March – Jan. 26

April – Feb. 16

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

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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](mailto: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.*