



**CIRCLE  
OF EXCELLENCE 2025**



**Jodi E. Mullen**  
**Circle of Excellence**

Jodi Mullen is senior quality improvement specialist at UF Health Shands Hospital in Gainesville, Florida. Communication failures were noted as root causes for events identified in many patient safety reports (PSRs) in the PICU. Using management engineering rounds,

efficiency and nursing pre-implementation survey data, Jodi collaborated with medical and nursing champions to facilitate implementation of nurse integrated rounds (NIRs). Post-implementation nursing survey data and analysis of PSRs after six months revealed improvement in nurses' perceptions that patient care concerns were addressed. Jodi also recognized that the influx of new nurses may have influenced the success of NIRs and increased communication failures. She distributed the full pre-implementation survey to newly hired nurses and a modified version to incumbent nurses, and she reviewed PSRs for the entire time period. The results demonstrated a continued reduction in communication failures.