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COMMUNITY

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FLORIDA
HOSPITAL

The skill to heal. The spirit to care.®



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WOVEN IN UNITY

“... That they may be perfected in unity
—so that the world may know that
You sent Me, and loved them just as
You have loved Me.”

—John 17:23



Woven in UNITY

In reflecting on the year 2011, I am inspired by the incredible impact that individuals, organizations and groups have made to strengthen the fabric of the community by improving health, wellness and quality of life. I believe that a community thrives when people work together with a common purpose and shared goals, resulting in a potent force for good. And when one segment of our community is challenged with something as serious as the lack of health care, it affects us all. Our responsibility is to foster and nurture health and healing, and in so doing, create the necessary conditions for unity and prosperity.

At Florida Hospital, our mission to extend the healing ministry of Christ comes from the study of scripture. The Bible shows that Jesus spent a great deal of his time on Earth healing the sick and helping those in need; in fact, he would seek out people with problems, offering them a new and better life. We believe that following Christ's example is our duty, and we are dedicated to improving the lives of not only those in our community, but around the world as well.

In this report we share the compelling stories of the lives we have touched and the community partners who have joined us in building and healing our communities. The fabric background used in this report is a wonderful metaphor for unity. A tapestry is very unique and has threads of many colors; some threads are bold and some threads are neutral. It is woven of threads that are of differing sizes, lengths and strengths, some fragile, some long, some are short and fleeting, some threads are ragged and rough and others are like the finest silk. Each thread contributes to the fabric of the life of our community and provides the opportunity to unite and be woven into a tapestry of health and well-being.

As you reflect on these stories and initiatives, we hope that you unite with us in our mission to improve our world by serving those in need – one community at a time.

Lars Houmann

President and Chief Executive Officer | Florida Hospital



“...That they may be perfected in unity — so that the world may know that You sent Me, and loved them just as You have loved Me.” —John 17:23



UNITY Challenges

- About 3,924,800 Floridians do not have health insurance. This is about 21 percent of Florida's population (Source: Kaiser Family Foundation).
- Florida has the third-highest number of homeless persons by state in our country, with more than 58,000 persons homeless on any given day (Council on Homelessness Report 2011: <http://www.DCF.state.fl.us/Programs/Homelessness/Docs/2011CouncilReport.pdf>).
- Health problems are present in 15 percent of the state's homeless children, versus only five percent of housed middle-income children. Homeless children frequently suffer from respiratory, ear, and skin infections; failure to thrive; and developmental delays; and face neglect and abuse.
- On average, homeless adults have eight to nine concurrent medical illnesses.
- Despite being the fourth-most populated state, Florida's per capita funding for mental health and substance abuse services is ranked 49th and 37th, respectively, in the nation (<http://www.DCF.state.fl.us/samh/>).
- Mental illness is associated with increased occurrence of chronic diseases such as cardiovascular disease, diabetes, obesity, asthma, epilepsy and cancer. Mental illness is associated with lower use of medical care, reduced adherence to treatment therapies for chronic diseases, and higher risks of adverse health outcomes (http://www.CDC.gov/MentalHealthSurveillance/Fact_Sheet.html).
- Eighteen percent of Medicare patients discharged from the hospital are re-admitted within 30 days of discharge, accounting for \$15 billion in spending (Source: Medicare Payment Advisory Commission).
- Many factors contribute to a hospital's re-admission rate, including patients' socio-economic status, demographic factors, co-morbid conditions and access to social supports (Source: American Hospital Association).
- Only 47 percent of adults 18 years of age and over in the United States met the Physical Activity Guidelines for aerobic physical activity in 2009.
- Approximately 22 percent of adults 18 years of age and over met the Physical Activity Guidelines for muscle-strengthening physical activity.
- A little over 18 percent of adults 18 years of age and over met the Physical Activity Guidelines for both aerobic and muscle-strengthening physical activity (<http://www.CDC.gov/NCHS/Fastats/Exercise.htm>).
- About one-third of US adults are obese (<http://www.CDC.gov/obesity/data/adult.html>).
- In 2010, Florida had a 26.6 percent rate of obese adults with a BMI greater than or equal to 30 (<http://www.CDC.gov/Obesity/Data/Trends.html>).
- With the passage of health care reform, many more Americans will be looking for primary care doctors. The problem: A need to hire 30,000 primary care doctors by 2015 to handle the millions more coming into the health care system, the Washington Post reports.



for the Underserved

Bithlo

UNITING

Derived from the Muskogee Indian word "pilo," meaning canoe, the close-knit community of Bithlo, Florida, was established more than 100 years ago in a rural, eastern corner of what is now Orange County. Over the decades, as Central Florida grew and flourished around it, Bithlo remained on the outskirts, devoid of the urban development that built up much of early Orlando during the Florida Land Boom of the 1920s.

Surrounded by scrap yards and beleaguered by contaminated drinking water, unemployment, inadequate public transportation, dilapidated housing, high illiteracy rates and limited access to quality health care, Bithlo has dealt with challenges more typical of a third-world country than that of a US community. Thanks to recent efforts, this downward trend is beginning to look up.

Since 2009, Tim McKinney has been a guiding force in leading an effort to transform Bithlo into a thriving community. Inspired by his great aunt, a Florida Hospital nurse who quit her job to care for her ailing parents, McKinney has devoted himself to full-time advocacy for the underserved. Having grown up in Orlando, he utilized his years of experience organizing worldwide mission and humanitarian aid efforts for a local Baptist Church to begin tackling Bithlo's biggest challenges. As executive vice president of United Global Outreach (UGO), a non-profit organization, McKinney is engaging local government, social service organizations and more than 40 partners to help solve Bithlo's overwhelming infrastructure issues.

Over the years, Florida Hospital's mission has propelled us to help restore basic needs for underserved communities in Ethiopia, Haiti, Peru, Germany and Jamaica. Upon learning of Bithlo's plight, we decided it was time to take action close to home. With our rich history of putting altruism into action, we worked quickly to designate Bithlo as our first local "Footprint." We began the transformation process by helping Orange County Academy (OCA) — Bithlo's first and only private school established by UGO in 2010 — to meet the special educational needs of Bithlo's children. "We were moved by the challenges the people of Bithlo faced, and equally by the commitment of United Global Outreach. Our goal is to simply come alongside this community to support and encourage," said Brian Paradis, chief operating officer for Florida Hospital. Recent facility improvements initiated by Florida Hospital will allow OCA to nearly double its current number of students. Hospital volunteers also provided back-to-school physicals as well as vision and dental exams at the Bithlo Back-to-School Bash, where more than 700 filled backpacks were given away.

"Having an organization as caring and significant as Florida Hospital publicly recognize the value and possibilities of Bithlo is incredible," said McKinney. "I am confident others will follow, making Bithlo's positive transformation possible because of Florida Hospital's commitment." More plans for Bithlo are on the horizon; we plan to extend our healing ministry by interweaving our time, talents and resources into transforming Bithlo into a healthy, vibrant community. The people of Bithlo deserve nothing less.



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www.UGO2.org
(407) 898-8775

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"We were moved by the challenges the people of Bithlo face, and equally by the commitment of United Global Outreach. Our goal is to simply come along side this community to support and encourage." —Brian Paradis



“We want to provide a continuity of services after a patient has been discharged, from coordinating primary care visits to making sure the patient has transportation to attend appointments.” —Alba Santiago



UNIFYING for the Uninsured

Bridge Program

The Bridge Program at Florida Hospital East Orlando is a free service for uninsured patients, offering specialized care management to help patients with chronic conditions transition from hospital to home. The program began in October 2010 when research findings concluded that lack of information regarding community resources, including physicians and other health care providers, makes access even more difficult for those uninsured individuals in need of assistance. “We have people who are repeat users of the Emergency Department (ED) who are not getting the proper care they need because they don’t have a primary care physician or are not aware of other community services available,” says Alba Santiago, program manager.

Florida Hospital established the Bridge Program to give patients and caregivers the necessary tools to address health issues through referrals to primary care physicians and by linking the community with area resources according to need. “The criteria we use to identify participants for the program is based on where they live [zip code], their insurance status, if they suffer from any chronic disease and whether they had three or more visits to the ED,” says Cathy Hosman, director of Case Management. The program provides a registered nurse, a social worker and a care coordinator to identify needs and set up an individual plan of care to track changes in health status, medications and appointments. Additionally, patients are encouraged to attend a six-week *Chronic Disease Self-management Program* (CDSMP) and *Diabetes Self-management Program* (DSMP) workshop developed by Stanford University and provided by the FHEO Cuidate/Take Care Program.

“We want to provide a continuity of services after a patient has been discharged, from coordinating primary care visits to making sure the patient has transportation to attend appointments,” says Santiago. One success story is Nicolas Hernandez, who not only learned to manage his chronic conditions, but would also bicycle the 20 minutes to attend his self-management classes. “I didn’t have a car and my friends sometimes didn’t show up for a ride, but I learned what is good for my condition,” Hernandez shares. “Before, I suffered from high blood pressure, high cholesterol and lots of health problems. Each time I felt bad, I would come to the ED for treatment. Now I have a cardiologist who is checking on me once a month, and I learned how to stay in shape.”

The Bridge Program began with 120 patients, grew to 375 by 2011, and is expected to reach 500 by the end of 2012. “We monitored our success by reviewing patients 12 months before and 12 months after the program’s inception, and we’ve seen a 50-percent reduction in the number of ED visits among participants,” says Hosman. The reduction in ED visits is just one sign of the program’s success. When asked about his experience, Bridge Program participant Hernandez says, “If it had not been for the doctors who looked after me, I don’t know what would have happened because I felt like I was dying. Now I feel that God has given me another opportunity through the Bridge Program.”



WOVEN IN UNITY (407) 303-6495

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for a Shattered Island

Global Mission Initiatives

Care
UNITING

Before the ground below millions of unsuspecting feet began trembling and hundreds of thousands perished or became homeless, Haiti was already a nation hit hard. A long history of social, economic and governmental failings had rendered Haiti as one of the poorest countries in the Western hemisphere. And yet, hope remains among its people. We see that hope both in Haiti and here at Florida Hospital, especially among those with strong ties to their homeland. Last year, Florida Hospital's Global Mission Initiatives (GMI) brought a full team of Environmental Services employees to Haiti Adventist Hospital, located on the outskirts of the shattered capital of Port-Au-Prince and one of the few care facilities still operational. There, they taught their counterparts how to implement sustainable sanitation management, and delivered proper cleaning equipment and supplies to maintain optimum sanitation standards. Much of this effort came at a crucial time, when cholera outbreaks threatened the lives of many more fragile earthquake survivors.

"Implementing sustainable sanitation operations is essential to the success of a health care facility," said Terry Owen, senior vice president for Florida Hospital. "We want to help improve the state of health care in the country to ensure that good, quality services are provided." Because of the widespread health care challenges the people of Haiti will face in the foreseeable future, Haiti Adventist Hospital was designated as a "Footprint" project by the GMI team. This means that Florida Hospital has made a long-term commitment to the country and will stand united with the people of Haiti on their long path to rebuilding.

"We have conducted numerous medical missions to Haiti, especially since the earthquake devastated the area, providing both supplies and medical personnel," added Owen. "Now, we are taking our assistance a step further to teach protocols and processes that will make the hospital safer and improve the quality of health care in Haiti."

In addition to contributing medical supplies, health care personnel, and sanitation education and training, the GMI team is also helping Haiti Adventist Hospital remodel patient areas and construct safe housing for health care workers. Improved facilities for laundry, kitchen, laboratory and other areas are also on the horizon.

"I want to help my people and my nation by trying to make health care better for my country," said Philemon Genestan, a member of Florida Hospital's Environmental Services team. "It is an honor to be able to visit Haiti to reorganize the hospital in order to make it a safer place." Genestan's sentiment is felt deeply within our community. One does not have to be Haitian to feel the palpable sense of dedication that we, and many of our like-minded partners throughout the world, have toward Haiti's successful rebuilding. For this country devastated by the earth's movement, we will do nothing short of moving mountains for its promising return.



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www.FHGlobalMission.com
(407) 303-2632

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"I want to help my people and my nation by trying to make health care better for my country. It is an honor to be able to visit Haiti to reorganize the hospital in order to make it a safer place." —Philemon Genestan



“Healthy Central Florida is one of the most exciting projects I’ve had the opportunity to be a part of, because I’ve seen firsthand how these changes can impact health as a whole.” —Ken Bradley



The Land of Opportunity

Healthy Central Florida

Opportunity

In recent years, we at Florida Hospital have begun to retool our efforts to help build healthier communities both here in Central Florida and the world over. With the meteoric rise of obesity plaguing a third of our US population, and increases in pediatric diabetes, the current model of treating disease after it becomes a problem is simply not sustainable. As we enter the next millennium in health care, we have the responsibility to be both partners and advocates in healing, which starts with proactive wellness programs like Healthy Central Florida.

With an ambitious goal of making Winter Park and its surrounding areas the healthiest community in the nation, Healthy Central Florida has set out to transform its vision into a reality. With help from Florida Hospital; Winter Park Health Foundation; the Cities of Winter Park, Maitland and Eatonville, as well as other key partners; this health movement benefits from a unified network of support from various corners of the community.

Ken Bradley, Winter Park mayor and campus administrator for Winter Park Memorial Hospital, A Florida Hospital, is an early adopter of Healthy Central Florida’s goal. “About four years ago, we began making changes here in our own hospital, encouraging employees to lead healthier lives with fun, engaging programs. Today, we’re seeing incredible differences in those who have taken the health journey — a reduction in weight, cholesterol and blood sugar—and many who have quit smoking. Our Florida Hospital family is making the necessary changes to live healthier lives,” said Bradley. He added, “Healthy Central Florida is one of the most exciting projects I’ve had the opportunity to be a part of, because I’ve seen firsthand how these changes can impact health as a whole.”

Much more than an awareness initiative, Healthy Central Florida encourages individual behavioral health changes by instituting community-based programs geared toward lifestyle improvements, like being more active and eating healthier. By working directly with city governments, the program addresses sidewalk, bicycle path and crosswalk improvement. In addition, through partnerships with local grocers and public schools, the program seeks to enrich nutrition in student lunches.

Jill Hamilton, executive director of Healthy Central Florida, is encouraged by the strong support they have received thus far, and is confident that it will keep growing. “We’re changing behavior, not just raising awareness, so this is a long-term vision. It will take years to see the full benefits, but by bringing everyone together, studying what’s going on around the country and bringing best practices to Central Florida, we can have the greatest impact on the health of our community.”

By laying groundwork early on with local governments and like-minded entities like Florida Hospital, Healthy Central Florida is destined to grow from a grassroots crusade to a city-wide movement. Imagine when escalating trends of disease and interventional hospital care are replaced with community-wide wellness and increased longevity. We look forward to being an integral part of the transformation and are confident that its success will spread throughout Florida and to the world beyond.



www.HealthyCentralFlorida.org
(407) 644-2300



Outlook of Hope

Outlook Clinic

A UNIFIED

As the seventh guiding principle of the CREATION Health lifestyle, “outlook” is a major focus for us at Florida Hospital.

Outlook is woven into our perspective on life and has been proven through clinical research to play a significant role in overall health—even impacting the progression or regression of disease. With today’s rising economic and social challenges, the outlook of many individuals within our community has deteriorated to the point where clinical intervention for treatment of anxiety and depression is necessary.

For many of those seeking treatment, help is out of reach due to lack of insurance coverage or government-provided mental health services. Florida, in fact, ranks almost last among the 50 states in funding for mental health services. And with local providers unable to accommodate the growing demand of increasing patient numbers, the need for such services becomes more apparent with each passing day.

Uniting efforts with Florida Hospital, Orlando’s Outlook Clinic is now bringing this vital service to uninsured members of the Central Florida community. Established in 2010 through our partnership with the Mental Health Association of Central Florida and Orange County Government, the Outlook Clinic was created to provide highly specialized mental health services to people experiencing symptoms of anxiety and/or depression who would not otherwise be able to pay for it. Serving as a complement to the general health services offered by Orange County Medical Clinic, the Outlook Clinic provides psychiatric evaluations, individual and group counseling, case management and medication management services.

Because a large number of those experiencing clinical depression and anxiety are also suffering from co-occurring medical issues, the Outlook Clinic has partnered with local primary care centers connected to the Primary Care Access Network (PCAN) system to help patients see a primary care doctor while under the care of the Outlook team. “Many of the patients seen in Orange County Medical Clinic, as well as in the hospital setting, are experiencing difficult medical problems simultaneously with mental health issues,” said Robert Herzog, administrative director of the Florida Hospital Center for Behavioral Health. “It is important that mental health services are readily available to these patients that emphasizes care for the whole person—mind and body are inseparable.”

Since opening, the clinic has already provided services to nearly 300 patients, with referrals coming in regularly from sources like our own emergency departments, the Mental Health Association of Central Florida, the Orange County Medical Clinic and primary care clinics such as Grace Medical Home. Through our continued funding, leadership guidance and the support of our generous partners, the Outlook Clinic can maintain and build upon its ability to provide underserved mental health patients with access to a professional, compassionate, preventative continuum of care. And because of it, the outlook for many in our Central Florida community is looking brighter every day.



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(407) 836-2542

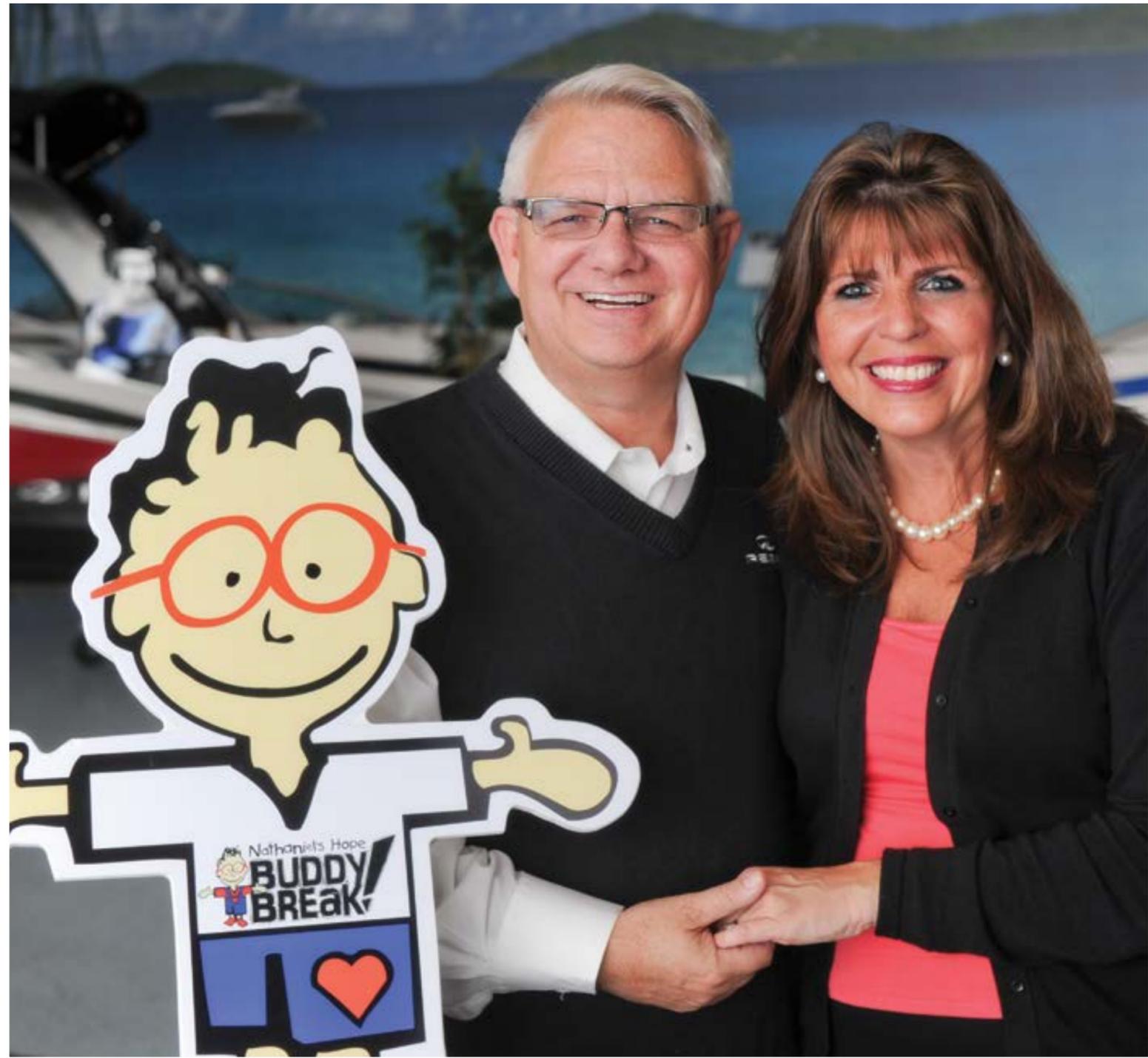
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“It is important that mental health services are readily available to these patients that encourage care for the whole person — mind and body are inseparable.” —Robert Herzog



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“We believe as we honor these families, we honor God. And in doing so, we make God smile.” –Tim Kuck



His Smile

Nathaniel's Hope

UNITES US

Have you ever known someone with a truly contagious smile who captures the adoration of passersby and provokes them to return the joyous gesture? For Marie and Tim Kuck, it was their son Nathaniel. “I think one of the things that stands out most was his smile. Though he couldn’t communicate the way typical children his age would, when he smiled, he just lit up a room. And you know, that really impacted us—how he was still able to communicate,” recalls Marie.

Communication was a major feat for Nathaniel, born prematurely on June 6, 1997, with multiple major birth anomalies, including duodenal atresia and craniosynostosis. From the moment he came into this world, surgeries, therapies, illness and hospital stays became a normal part of life for him and his family. For nearly five years, Nathaniel overcame the odds and physical challenges that compromised his growth and overall health—but on November 13, 2001, his condition became too great to endure, and Nathaniel returned to his Creator.

Through it all, Marie, Tim and Nathaniel’s two sisters, Brianna and Ashley, embraced each challenge with the kind of affection and tenacity that only a tight-knit family can sustain. Through his passing, they understood his purpose was to bring that support to others experiencing similar challenges. Founded in 2002 by Marie and Tim, Nathaniel’s Hope is dedicated to sharing hope with special-needs children and their families through various community programs and initiatives. Programs are designed to reduce stress for these children and their families, share encouragement, and provide education to empower individuals in the community to help those in need.

One such program is the annual Make ‘m Smile event, a community festival that celebrates special-needs kids (referred to as VIPs) and their families, held each year at Lake Eola in downtown Orlando on or around Nathaniel’s birthday. Bringing together community leaders and supporters of the special-needs community, the Make ‘m Smile event has been gaining steady momentum in its nine short years of existence. Orange County Mayor Theresa Jacobs and City of Orlando Commissioner Samuel Ings designated June 4 as Make ‘m Smile Day.

This past year was their biggest event yet, with more than 7,500 people participating in the Friendship Stroll where VIP kids with their families were buddied up with people from the community to engage in fun and friendship. More than 350 volunteers showed their support, with corporate sponsors offering free food and drinks, theme park partners providing characters and entertainment, and nearly 100 exhibitors. Florida Hospital was again honored to be part of this unique and vital service to the community, providing financial support and volunteers—including crowd favorite Buddy the Bear.

“We’re privileged to be able to hold this festival to honor these families,” adds Tim. “We believe as we honor these families, we honor God. And in doing so, we make God smile.” It also shows that Nathaniel’s contagious smile is just as powerful in Heaven as it was here on earth.



WOVEN IN UNITY www.NathanielsHope.org
(407) 857-8224

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UNIFICATION.

Florida Hospital Nicholson Center

Education. Innovation.

In October 2011, the Florida Hospital Nicholson Center unveiled a new 54,000 square-foot global training and education facility. It is the first of its kind to bring together clinical learners, expert educators, industry leaders, researchers, clinical organizations and even the US military to advance technology in the latest minimally invasive, simulation and robotic surgical techniques.

Recognized as the world's largest facility dedicated solely to surgical education, the Nicholson Center is capable of training more than 20,000 clinical learners annually. Featuring today's most advanced medical technologies, this institute houses more than 40 endoscopic surgery stations, two fully equipped team-training operating rooms, a medical simulation and robotics center, six da Vinci® robots, a 500-seat education hall, and a collaborative space for our industry partners called the "Innovation and Technology Accelerator."

Nicholson Center leadership has built relationships with institutions from other countries, such as Israel, Germany, Italy and South Korea, to advance medical technologies through cooperation on a global level. A favorable side effect to improving health care worldwide will be the positive impact to our own Central Florida economy from the thousands of physicians, students and researchers expected to travel here. "We think Orlando could be the epicenter for medical health care, education and simulation research, and that professionals from around the world will come to Orlando to be better tomorrow than they are today," said Gary Sain, president and chief executive officer of Visit Orlando.

Though the building facility is new, the Nicholson Center has been an educational hub for surgeons for the past 10 years. Accepting its first clinical learners in 2001, the center soon gained popularity for its progressive training curriculum, and to date has educated more than 42,000 surgeons—all within a facility that is a tenth of the size of the newly opened center. Even with this exponential growth in size, Nicholson Center still remains, first and foremost, a learning institution.

"At this new facility, education, science and business converge to create a comprehensive center that will help pave the future of medical innovation," commented Rick Wassel, Nicholson Center administrator. "The Nicholson Center is a major contributor to the establishment of Orlando's international reputation as a medical destination through our partnerships with medical leaders around the world."

Compelled by our advanced approach to clinical education and collaboration, the US military recently awarded the Nicholson Center with a \$4.2 million grant to research the future of tele-surgery in combat zones. By continually building upon our stellar reputation within the clinical community, and with plans to expand similar training facilities to more locations throughout Central Florida, the potential for additional funding resources and contributions to Orlando's economy are limitless. This new facility marks a huge achievement for Florida Hospital, our Central Florida communities and the world of health care as a whole—and is just one way we're helping to build a better tomorrow, today.



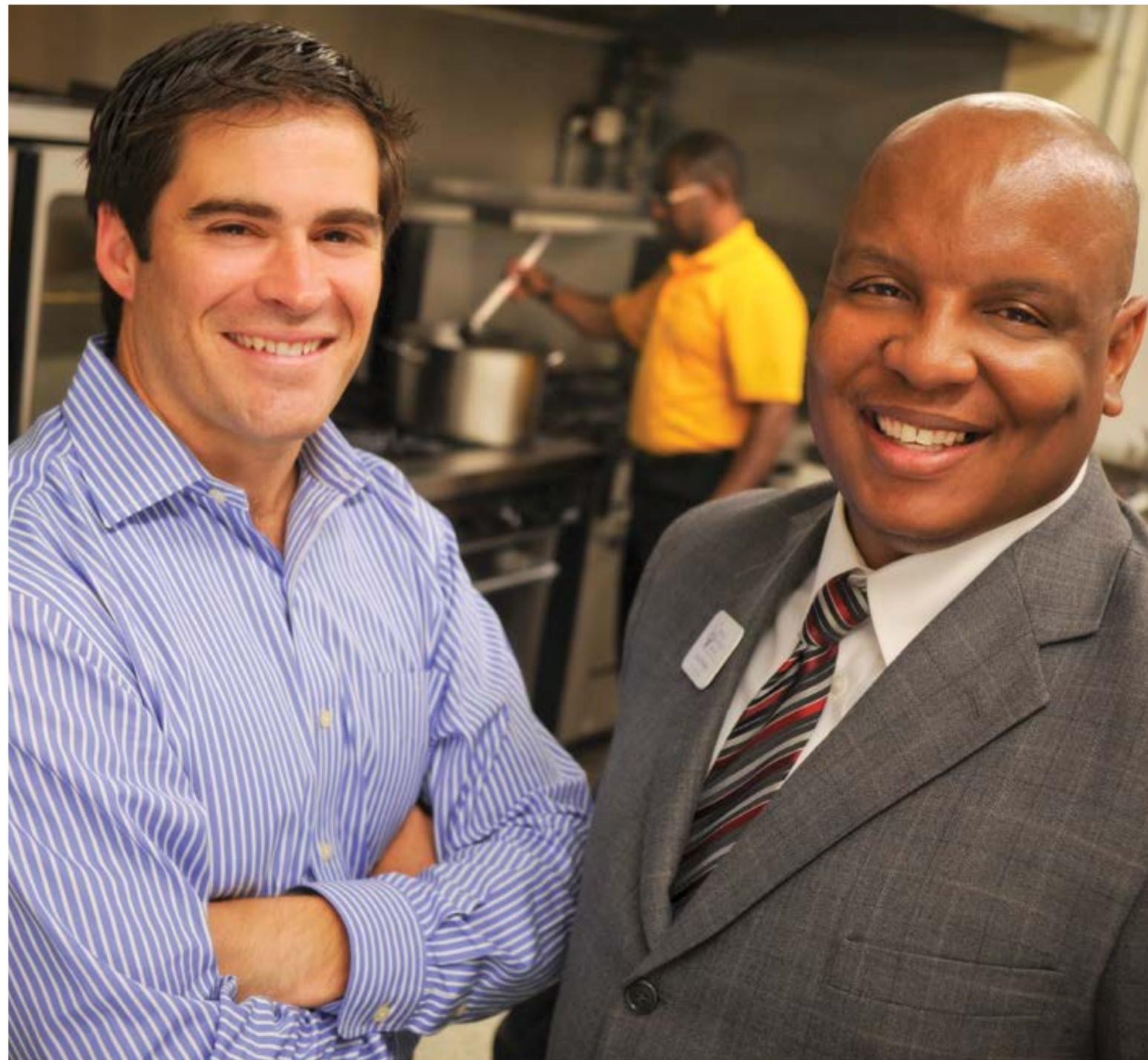
www.NicholsonCenter.com
(407) 303-4028



"At this new facility, education, science and business converge to create a comprehensive center that will help pave the future of medical innovation." —Rick Wassel



“With organizations like [Florida Hospital] aligning themselves with our mission, we can continue to make a significant impact on the lives of homeless, disadvantaged families and individuals in Central Florida.” —Ernie Hamilton



A Mission

Rescue Outreach Mission

UNITED

The purpose of the Rescue Outreach Mission is quite simple: to provide a safe, supportive and healing environment in which disadvantaged or homeless people receive the assistance they need to mend their lives and return to self sufficiency. This simple and effective strategy copes with the complexities that deny many people their basic needs. And what the Rescue Outreach Mission has been able to accomplish through their work is simply incredible.

On a monthly basis, the Rescue Outreach Mission provides shelter to 300 people, each of whom stays an average of six months to a year. Through their Loaves and Fish Program, residents of the shelter receive three meals a day, seven days a week; additionally, they serve lunch and dinner, Monday through Friday, to other needy members of the community. Total meals served each month tops 6,000, and in their 25-year history, the Rescue Outreach Mission has distributed more than one million breakfasts, lunches and dinners, and housed nearly 20,000 men, women and children.

Beyond the immediate needs of food and shelter, the mission also provides several educational, financial and counseling programs. Some examples include their Pathway to Home Program, which helps families find affordable housing, and Opportunities of Hope, a program funded by the United Way wherein the mission's case managers help people re-establish self-sufficiency and find gainful employment. Their professional team of ministers and counselors utilize observational and diagnostic testing to assess the needs of each individual, and guide them on the path toward realizing his or her full potential, with many taking crucial steps to become contributors to our collective community.

Benefiting from a full tapestry of support, the Rescue Outreach Mission is funded through the generous contributions of numerous churches, foundations, service clubs, individuals, businesses and non-profits. Florida Hospital is extremely proud to be among this group because of our common thread in humanitarian outreach. As an official sponsor of their team-based annual fundraiser "The Rescue Run Corporate 5K" — Seminole County's only corporate event — we helped double race attendance from approximately 400 runners and walkers in 2010, to 800 in 2011. The event raised \$24,000 for the mission, and we're anticipating an even greater outpouring of participation and support for the 2012 race being held in March, for which we will again provide sponsorship.

"Florida Hospital's support helps us do what we do every day," said Ernie Hamilton, executive director and board member of the Rescue Outreach Mission. "With organizations like this aligning themselves with our mission, we can continue to make a significant impact on the lives of homeless, disadvantaged families and individuals in Central Florida."

By working directly with the individuals in need and uniting with organizations that can allocate support, the Rescue Outreach Mission has become incredibly effective in its approach to turning lives around for thousands of people. Through the pure and simple love of Christ and a safe family environment, they are able to minister to each man, woman and child — providing tools and inspiring hope for a better future.



www.RescueOutreachMission.org
(407) 321-8224



Higher Calling

Residency Program

UNIFIED Through a

The state of Florida is currently facing one of the largest physician shortages in the country. We are ranked 47th nationally, in terms of having an appropriate number of primary care physicians available to patients—a statistic that we here at Florida Hospital are working diligently to improve. Through advanced training, supportive mentorship and state-of-the-art facilities, our physician residency program is filling the gap for our Central Florida community.

For more than 35 years, medical school graduates have come to Florida Hospital to continue their clinical education through our comprehensive residency training program. The residents' first year is spent at Florida Hospital Orlando, where training focuses on high-acuity, highly technical, specialized medical care. Years two and three take place at Winter Park Memorial Hospital, focusing on promoting lifestyle modification, as well as early detection and management of chronic diseases.

The multidisciplinary program prepares our doctors to treat about 90 percent of the conditions present in our patients. Additionally, we help them develop the core tenant of family medicine—the physician-patient relationship—that is crucial to maintaining quality patient care. The curriculum is led by a welcoming host of experienced family and internal medicine physicians, pediatricians, geriatricians, psychologists, PharmDs and obstetricians. The immersive environment provides real-world education and thorough preparation, enabling young doctors to practice medicine in any community in the country.

Fortunately for our Central Florida population, many of the residents we train here at Florida Hospital stay in and around the Orlando area to practice medicine. Each year, 12 to 16 physicians are admitted to the program from more than 1,500 applicants. In 2007, 15 of 16 physicians completing the program stayed in Central Florida; 2008 saw 13 of 15 stay; and in 2009, 12 of 14 stayed. Since its inception, nearly 250 of our residency graduates have remained in our community overall.

Florida's famous climate and diverse lifestyle offerings make it enticing for anyone to live here, but for a doctor making the decision of where he or she will begin a medical career, the clinical opportunities must be here as well. Estrella Vega, MD, a 2010 graduate and 2011 geriatrics fellow, is one of the physicians planning to make Orlando home. "I've been finding that as I do more in practice, I'm really enjoying obstetrics, treating women and children, and providing care for the geriatric population. That's why I chose family practice as my specialty. We'll definitely be staying here. My husband is also a resident, but in surgery. This is our home, so we plan to stay and practice here."

As Florida Hospital continues to grow, Dr. Vega, her husband and many more physicians like them will continue to find opportunities to grow their own practices alongside the members of our community. We will continue to do our part—making health care more accessible to our Central Florida communities—by inviting quality doctors to invest in a future with a higher calling.



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www.FHGME.com/FamilyMedMD
(407) 646-7757



"I've been finding that as I do more in practice, I'm really enjoying obstetrics and providing care for the geriatric population. My husband is also a resident, but in surgery. This is our home, so we plan to stay and practice here." —Estrella Vega, MD



CommUNITY Support

All Hands on Deck for

Over the last 100 years, our mission of extending the healing ministry of Christ has remained unchanged and uncompromised. Maintaining the health of our community is paramount, and we continually strive to be the hospital of choice for patients, physicians and employees. Florida Hospital leadership members and employees take an active role in fulfilling this mission with their work in the hospital and by volunteering with the following Central Florida community organizations and charities:

- | | | |
|--|--|--|
| ACHA Organ Donor Education Panel | Florida Council of Family Teaching Hospitals | Orange County Sexual Assault Treatment Center Advisory Board |
| African American Chamber of Commerce of Central Florida | Florida Hospital Association** | Orlando Shakespeare Theatre |
| All Into Health Advisory Board, Orange County** | Frederick Leadership Initiative | Osceola Council on Aging |
| American College of Healthcare Executives | Frontline Outreach | Primary Care Access Network** |
| American Heart Association | FSU College of Medicine Orlando Board | Rollins College President's Council |
| American Stroke Association | Governor Bush's Women's Health Summit-Planning Committee | Ronald McDonald House |
| American Red Cross | Grace Medical Home | Rotaract Club of Metro Orlando |
| Apopka Chamber of Commerce | Healthcare Commission of Central Florida Committee | Rotary of Apopka |
| Beacon Network, Inc.** | Hispanic Business Initiative Fund of Florida | Seminole Community College Foundation |
| BETA Center | Hispanic Professional and Business Women Association | Seminole County School Dividends |
| Blanchard Park YMCA | Hospice of the Comforter | Seminole Regional Chamber of Commerce |
| Camp Boggy Creek | Junior Achievement | Sharing Center |
| Carribean Chamber of Commerce | Junior League of Greater Orlando | Southwest Volusia Healthcare Corporation Board |
| Central Florida Area Health Education Centers (AHEC) | Kaiser Institute Board | Sovereign Grace Ministries** |
| Central Florida Christian Chamber | Kids House of Seminole County | Tiger Bay of Central Florida |
| Central Florida Criminal Justice Coordinating Council | Kinneret Council on Aging | UCF College of Health and Public Affairs Advisory Board |
| Central Florida March of Dimes** | Kissimmee/Osceola Chamber | UCF College of Medicine |
| Central Florida Partnership | Legatus | UCF College of Nursing |
| Central Regional Healthcare Health Information Organization | Lifework Leadership Orlando | UCF Foundation Board |
| Christian HELP | March of Dimes** | UNCF Tampa Chapter |
| City of Orlando - Human Relations Board | Metro Orlando Economic Development Commission | UNCF |
| City of Orlando's Chapter 57 Review Board | Metroplan Orlando Municipal Advisory Committee | United Way |
| Community Based Care of Central Florida | Michelee Puppets | United Way Women's Executive Council |
| Community Benefit Interest Group (CBIG) of the National Association for Community Health Improvement (ACHI) | Mills 50 Main Street Program | University of Florida Alumni Board |
| Community Vision | National Association of Health Services Executives | Vision 360 Global Advisory Board |
| D12 Foundation | Orange County Alliance | Visit Orlando |
| East Orlando Chamber of Commerce | Orange County Central Receiving Facility (CRC) Governing Board** | West Orange Economic Governmental Advocacy Committee |
| Florida Association of Children's Hospitals | Orange County Central Receiving Facility Finance Committee | Winter Park Health Foundation Board |
| Florida Association of Managed Care Professionals (Professional Association of the Florida Hospital Association) | Orange County Commission on Aging` | Winter Park Lakes and Waterways Commission** |
| Florida Chamber Advisory Council for the Political Institute | Orange County Emergency Medical Services Advisory Board | Winter Park Library Board |
| Florida Chamber of Commerce | Orange County Research & Development Authority Board | Winter Park Rotary Club |
| | Orange County School Readiness Coalition** | Women's Resource Center |



Financial Report

	2010	2011
Benefit to the Underprivileged	\$194,687,440	\$196,681,461
Benefit to the Elderly	\$115,320,486	\$122,953,465
Benefit to the Community's Overall Health, Wellness and Safety	\$47,843,642	\$50,931,756
Benefit to the Faith-based and Spiritual Needs of the Community	\$3,795,774	\$5,074,674
Florida State Tax that Funds Indigent and Medicaid Care	\$23,528,240	\$26,595,660
Calculated Community Benefit	\$385,175,582	\$402,237,016

Benefit to the community's infrastructure by investing in CAPITAL IMPROVEMENTS for the period ending December 31, 2011 was \$227,838,234.

Extending a Lifeline to the Communities We Serve

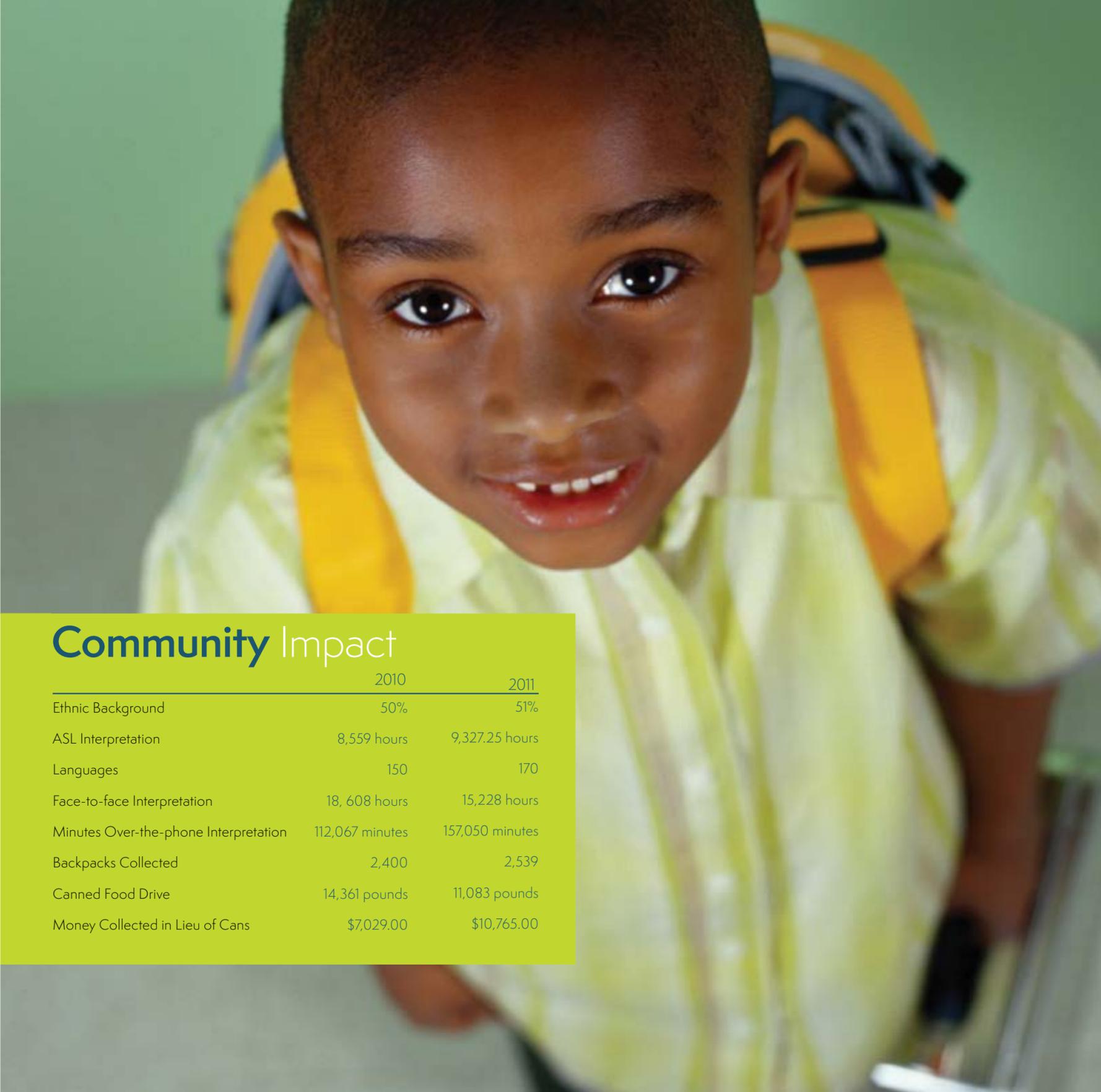
Florida Hospital is committed to the idea that all of our community deserves access to the highest-quality medical care and attention. That means caring for the elderly and underprivileged, investing and training, or meeting the spiritual needs of all our families and patients.

Vital Statistics

	2010	2011
Inpatient Admissions	119,635	122,729
Outpatient Visits	482,177	497,320
Emergency Department Visits	387,638	407,439
Surgeries	63,231	64,552
Babies Delivered	8,066	9,232
Nurses	5,566	6,224
Walk-in Medical Facilities	20	21
Children:		
Inpatient Admissions	8,173	8,557
Outpatient Visits	36,355	43,214
Emergency Department Visits	74,060	77,028
High-risk Babies	3,424	3,156

Community Impact

	2010	2011
Ethnic Background	50%	51%
ASL Interpretation	8,559 hours	9,327.25 hours
Languages	150	170
Face-to-face Interpretation	18,608 hours	15,228 hours
Minutes Over-the-phone Interpretation	112,067 minutes	157,050 minutes
Backpacks Collected	2,400	2,539
Canned Food Drive	14,361 pounds	11,083 pounds
Money Collected in Lieu of Cans	\$7,029.00	\$10,765.00



Health Impact Council

The Community Health Impact Council, commonly known as CHIC, is a subcommittee of the Florida Hospital Board whose role is to serve as the governing Board for all Florida Hospital community-benefits activities. CHIC Board members are responsible for developing, funding and measuring initiatives that improve the health of the Central Florida community, as well as reducing medical costs and interventions.

CHIC Board



Anne Kelley Fray
Executive Vice President
Bank FIRST



Des Cummings, PhD
Executive Vice President
Florida Hospital



Rich Morrison
Regional Vice President
Government and
Public Affairs
Florida Hospital



Antonia Novello, MD
Executive Director,
Public Health Policy and
Implementation
Florida Hospital



Ed Hodge
Senior Executive Officer,
Chief People Officer
Florida Hospital



**Roniece Weaver,
MS, RD, LD**
Executive Director
Hebni Nutrition
Consultants, Inc.



J. Brian Paradis
Executive Vice President/
Chief Operating Officer
Florida Hospital



Eddie Soler
Executive Vice President and
Chief Financial Officer
Florida Hospital



Ross Edmundson, MD
Vice President/Medical
Director,
Case Management
Florida Hospital



Clem Bezold, PhD
Chairman and Senior Futurist
Institute for
Alternative Futures



James E. Jardon II
Chief Executive Officer
JHT



Sheryl Dodds
Senior Vice President, Chief
Clinical Officer
Florida Hospital



Connie Hamilton
Chief Nursing
Executive/Senior Vice
President
Florida Hospital



Lars Houmann
President/Chief Executive
Officer
Florida Hospital



Timothy Liezert
Medical Center Director,
Department of
Veterans Affairs
Orlando Veterans
Administration Medical Center



Debbie Watson
Vice President
Winter Park Health
Foundation



Ralph Caruana, MD
Associate Dean
University of Central Florida
of Medicine



Tom Warlow
Chairman and President
The Martin Andersen-Gracia
Andersen Foundation, Inc.

CHIC Staff



Danny Myers
Vice President, Financial Services
Florida Hospital



Laura Guitar
Senior Vice President
Edelman



Rob Herzog
Administrative Director, Center for
Behavioral Health and Medical
Psychology Associates
Florida Hospital



Dick Batchelor
President
DBMG



**Lauren Josephs, PhD,
LMHC, NCC**
Executive Vice President and CEO
Visionary Vanguard Group, Inc.



Samantha Olenick
Executive Director, Corporate
Communications and
Community Partnerships
Florida Hospital



Esmond Chan
Director of Accounting and
Reimbursement
Florida Hospital



Maureen Kersmarki
Director
Community Benefit and Public Policy
Adventist Health System



Sy Saliba
Senior Vice President
Chief Marketing Officer
Florida Hospital



Jill Slaff
Manager, Community Impact
Florida Hospital



Penny Jones
Executive Director,
Community Relations
Florida Hospital



Verbelee Nielsen-Swanson
Vice President, Community Impact
Florida Hospital



COMMUNITY



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HOSPITAL

The skill to heal. The spirit to care.®