

From Drops of Compassion to

Groundswells of Hope



FLORIDA
HOSPITAL

The skill to heal. The spirit to care.®

Drop a pebble in the water;

just a splash and it is gone. But there's half-a-hundred ripples, circling on and on and on, spreading, spreading from the center, flowing on out to the sea. And there is no way of telling where the end is going to be.



From Drops of Compassion to

Mighty Groundswells of Hope

In 2010, the citizens of our nation and the world experienced extreme adversity — the earth-shattering earthquake in Haiti, unprecedented unemployment and uninsured rates, and an obesity epidemic waging war on our youth. Yet as I reflect on the past year, one common thread remains relevant in my mind: one good act leads to many. Like a pebble thrown in a pond with a continuous ripple, generosity in action can have powerful transcending effects.

To that end, our commitment to the community continues to extend well beyond the provision of quality health care for the underserved, elderly and indigent populations. Through our ministry of health care excellence, the cutting-edge technology available at our state-of-the-art facilities impacts the lives of not only our local population, but those all over the United States and beyond.

This year, our Community Health Initiative Council (CHIC) has been leading the way in supporting programs for our area residents in need. Projects have included the launch of our Healthy 100 Kids program, designed to tackle childhood obesity and diabetes; supporting the development and education of today's urban youth through the purchase of a vehicle for and funding the renovation of the New Image Youth Center in Parramore; and many others.

Internationally, our Global Mission Initiatives team has been hard at work establishing global footprints in those areas needing health care guidance, as well as continuing our daily efforts in Haiti.

Finally, our team of clinical professionals continues their journey of excellence through exceptional care and continuous research opportunities, like our joint partnership with the Sanford-Burnham Research Institute to study the diabetic heart and bring the research directly to the patient's bedside.

It is my honor to share with you a few ripples of generosity that we hope will continue to develop during our next century of providing quality health care to our community.

Lars Houmann

President/CEO | Florida Hospital



Health Challenges in Our Community

- Florida ranks 41st in the nation in deaths due to diabetes, or 21.4 deaths per 100,000 adults.

Source: Florida State Diabetes Death Statistics

- The state's projected \$3.6 billion deficit estimate is mostly due to higher projected expenses for Medicaid. While federal spending accounts for 65 cents of every dollar spent on Medicaid in Florida, the percentage of federal funding is expected to drop to 56 cents for every dollar next year.

Source: State Sunshine News

- Statistics show that Florida's adult obesity rate rose to 25.1 percent, ranking Florida 36th on the list. Source: Robert Wood Johnson Foundation

- A recent study found 18.3 percent of Florida's children are obese, ranking the state 13th out of 50 states and Washington, DC.

Source: Robert Wood Johnson Foundation

- The national wait time for a kidney transplant candidate is more than three years.

Source: United Network for Organ Sharing

o Approximately 25 percent of both liver and lung transplant candidates have been waiting for more than five years. Source: United Network for Organ Sharing

- One in five Medicare patients end up back in the hospital within a month of discharge, and that practice costs billions of dollars a year. Source: CBSNEWS HealthWatch

o Twenty percent of 11.9 million patients were re-admitted to the hospital within a month of discharge; about a third were back in the hospital within three months. Source: New England Journal of Medicine

- MedPAC reports that 18 percent of Medicare hospital admissions result in re-admission within 30 days of discharge, accounting for \$15 billion in spending. Source: Keiser Health News

o Joint Commission on Accreditation of Healthcare Organizations and World Health Organization have identified medication accuracy during transitions in care as one of nine patient safety issues that needs to be addressed.

- About 3,809,900 Floridians do not have health insurance. This is about 25 percent of Florida's population. Source: State Health Facts

- Since 2006, more than 30 states have initiated projects to apply the medical-home concept to Medicaid and children's health insurance programs. Source: Managed Healthcare Executive

- The United States could face a shortage of 24,000 doctors and nearly one million nurses by 2020. Source: The Chronicle



From Drops of Compassion to
*Mighty Groundswells
of Hope*

Providing Safe Harbor for At-risk Kids

How do you become whole if everything around you seems broken? Broken lives, homes, windows, spirits – how do you gain a vision for what could be? The New Image Youth Center (NIYC) in Orlando's Parramore neighborhood is the answer for 50 at-risk kids who attend after school and all summer long to catch a vision of their own rich potential. Started six years ago with just \$1,500 by founder Shanta Barton-Stubbs, NIYC has helped kids graduate from high school and go to college, avoid drugs and teen pregnancy, and learn they have something to give in a world bigger than their rough streets.

Florida Hospital believes our mission means healing not just the body, but the spirit as well. That is why we support the center with our time, knowledge and funds. We've given the kids breakfast on FCAT days, held cookouts and fundraisers, and helped purchase a van for trips to museums and local businesses to learn good work ethics. Our nursing students teach the kids about health and goal-setting, and the Engineering Department renovated the cafeteria for the new facilities. We even bought clothes for the four young people invited to the Presidential Inauguration.

Our Management Information Systems team connected with NIYC and still keeps their computers running and their book bags and supplies stocked. But as Cathy Crouse of MIS says, "It's the little things that mean the most – a hug, listening when they read." She is now "Aunt Cathy" because she comes back, again and again. Constancy is rare in their lives, but Florida Hospital is committed to providing support for these kids and the ones who come after them, until all of them are made whole.

Castling
your groundswell

If you would like to help support the New Image Youth Center,
please visit www.newimageyouth.org or contact:

(407) 796-6492



From Drops of Compassion to

Mighty Groundswells of Hope

Ensuring a Much-needed Clinic has Plenty of Wind in its Sails

"It breaks your heart to see people fall through the cracks, lose their home because of medical bills or get sicker because they can't afford care." That was what motivated Jennifer Keehbauch, MD, to start the After Hours Clinic hosted and supported by Florida Hospital and housed in the Employee Clinic. Ten physicians and 10 staff members care for 200 patients a month, with more than 25,000 seen since the clinic opened in 2003. And because of a grant from the Kresge Foundation in August of 2010, the clinic is now available to patients three evenings a week instead of two.

The majority of the patients seen at the clinic are part of a large and growing segment of the population that do not qualify for Medicaid but cannot afford insurance or treatment. The patient population that has grown the most is those who had insurance but lost it, along with their job, and have serious diseases that need proper management. A visit to the Emergency Department is an expensive way to fill the gap because it is not structured to manage these types of chronic illnesses.

For these patients, the After Hours Clinic provides life-changing support. An older woman who had saved for retirement could not afford her expensive insurance. She sporadically kept up with her medications when she could afford them, and after a heart attack and hip replacement, was forced to sell her home to pay her medical bills. Fortunately, the After Hours Clinic team was able to step in—working with patient-assistance services to get some medications for free and others at a heavily discounted rate. They managed her chronic illnesses for several years and established ongoing care with the Florida Hospital Heart Failure Clinic. Now back on her feet, she is so grateful for their kindness and support that she wants to follow their example and give back to the community, the way they gave to her.



If you would like to help support the After Hours Clinic, please contact Caitlin Keehbauch at Caitlin.keehbauch@flhosp.org or:

(407) 234-0131



From Drops of Compassion to
*Mighty Groundswells
of Hope*

Navigating the Voyage to Recovery for Seniors

Seniors often wind up back in the Emergency Department after a hospital stay, brought in by an irregular heartbeat, dizziness or badly swollen legs, all because they don't know where to refill a prescription or which doctors with whom to follow up. Sometimes they are just weak because they haven't been able to fix a good meal since they got home. We can't simply wish them well and hope for the best.

Re-admission to the hospital is costly. In fact, 20 percent of Medicare patients who leave the hospital are back within a month. Nationally, the federal government spends billions every year because of preventable returns to the hospital.

For the last 25 years, Central Florida's Senior Resource Alliance (SRA) has offered help and a caring heart to more than 30,000 seniors in our community. Now Florida Hospital and the SRA, supported by a grant from the Florida Department of Elder Affairs, have launched the Hospital and Home Transition Program to help patients and families through the challenge of settling in at home successfully.

Nurses visit several times over a month to coach the patient, remind them of doctor's appointments and help with drug refills. Seniors also get hot meals and groceries when needed, and all of this is free to the patient.

In pilot studies of this type of program, re-admissions to the hospital dropped from almost 24 percent to less than three percent. Even a visitor who brings a nutritious meal cuts returns to the hospital by almost half.

Seniors who are alone or have a disabled spouse need the nutrition, the follow up — and the company. This gives them their best chance for good health with few complications, and they keep their independence and dignity. We want our elders to have the care, respect and wholeness of life they deserve, and we believe in the healing power this organization brings to their lives.



If you would like to support the Senior Resource Alliance, please visit www.seniorresourcealliance.org or contact:

(407) 514-1800



From Drops of Compassion to

Mighty Groundswells of Hope

Inspiring a New Wave of Care for the Underserved

Marvin Hardy, MD, Medical Director of Grace Medical Home, felt strongly that it wasn't right to abandon a group of people who are created in God's image just because they didn't have the same means as others. Inspired by the prayer "May my heart be broken by the things that break the heart of God," Dr. Hardy established Grace Medical Home, a place where the working poor can receive ongoing care from people who know them and their medical history. Considered the "missing link" for the more than one in four Central Florida residents without health insurance, Grace is an example of the medical home model that promotes a partnership between the caregiver and patient, and is a major movement in health care improvements nationwide. Florida Hospital has joined arms with Orlando Health to support this worthy initiative.

Florida Hospital and Grace Medical Home share the same calling – to extend Christ's compassion and healing to all of God's children. With three full-time doctors, a nursing staff, educators and 1,700 volunteers to care for 24,000 patients annually, the need is great. Florida Hospital has been "unbelievably helpful with in-kind gifts," as well as the support of our Board members, according to Dr. Hardy.

Sarah, a patient at Grace, did not qualify for Medicare but couldn't afford health insurance or prescription medications after buying food and gas to get to work. Her only choice was the Emergency Department, the most expensive and least helpful option for follow-up care or management of a chronic illness. Now Sarah has preventive care, a base to keep her medical records, immunizations, medications and education, and help with chronic illness if it strikes—all for \$20 per visit.

Sarah's life has been deeply touched by Grace Medical Home. "They are living out their mission, they are pouring out grace into my life, and they are dignifying me by providing medical care that I can't afford on my own."



If you would like to support Grace Medical Home, please visit www.gracemedicalhome.org or contact:

(407) 936-2785



From Drops of Compassion to
*Mighty Groundswells
of Hope*

Stemming the Rising Tide of Childhood Obesity

A quick slice of gooey cheese pizza, or a cool, crunchy garden salad – which would you grab on the go? These kinds of decisions are hard at any age, but for kids who don't know about healthy choices, or think they have no choice at all, it's an enormous challenge. Childhood obesity has reached epidemic proportions, as a glance at the average school playground will tell you. Some of these kids already have high cholesterol, elevated blood pressure and early diabetes — chronic diseases that are expensive to treat and shorten lives. Often the parents share these problems.

Simply telling overweight kids what to eat won't work. The focus of Florida Hospital for Children Healthy 100 Kids program is to show kids they have decision-making power, and surround their whole family with opportunities to put fun and adventure into healthy living. In partnership with Annika Sorenstam's ANNIKA Foundation, and through the support of community donations, four health professionals create tailored programs for fitness, nutrition, body image, relationships and the emotional aspects of food. The goal is a lifetime of healthy living.

Web-savvy kids get a USB-equipped pedometer that they can plug into an interactive website to track their own activity. Families learn to cook together and dance to music while doing household chores. A local organic grocer teaches kids how to prepare their own food. Kids learn to prefer the great feeling and social interaction that comes from being active, and even acquire a taste for veggies.

"Children hold a special place in Jesus' heart. He came to offer us all wholeness and enjoyment of life in all its fullness. This is exactly what motivates us: the opportunity to give the children the chance to be the first in history to accomplish their goals while reaching a healthy and joyful 100 years of age!" said Angela Fals, MD and Medical Director of the Childhood Obesity and Wellness Program.

Castling
your groundswell

If you would like to support Healthy 100 Kids, please visit
www.healthy100kids.org or contact:

(407) 303-5437



Shining Like a Beacon of Hope for Transplant Patients

A white igloo cooler signaled the end of the wait for a record-breaking number of transplant recipients on a hot weekend last summer. With the cooler strapped snugly in the back seat of his car, Bobby Nibhanupudy, MD, rushed back to the Florida Hospital Transplant Unit with the liver and kidney he had just removed from a donor at another area hospital.

And that was just the beginning. After this donor came another, then another, and another. In 37 hours, the team transplanted five life-saving kidneys and three livers, and gathered eight more kidneys, four more livers, two hearts and a pancreas from four different donors – the most ever performed in a single weekend in Central Florida.

It was an exhilarating marathon for the four surgeons and 80 staff members who volunteered to come in on their weekend off, knowing that time was critical for the success of the transplants. Trish Lewis, who is a 20-year veteran Operating Room nurse said, "I enjoyed every minute of it. I was thrilled to have been a part of it."

The Florida Hospital Transplant Center is one of the first programs to be established and currently ranks among the top in the country. More than 3,000 transplants have been performed since the center opened 37 years ago, and we are currently in the process of recruiting a cardio-thoracic surgeon to provide heart and lung transplant services to our Central Florida community.

For the patients they serve, their work is a life-changing blessing, and they feel deep gratitude to the donors and their families who chose to help others in the midst of their loss. Florida Hospital is grateful for all the staff who give their time to help save lives. Said Chief Surgeon Michael Angelis, MD, "We enjoy what we do. That's why we work hard doing it."

Castling
your groundswell

If you would like to support Transplant Services, please contact:

(407) 303-2784



From Drops of Compassion to
*Mighty Groundswells
of Hope*

Building an Ocean of Support for a Devastated Island

Soon after last year's life-shattering earthquake, heartbreaking news about loved ones trickled in to the hundreds of Florida Hospital employees with roots in Haiti. The need was enormous, both in Haiti and here at home. In partnership with the Adventist Development and Relief Agency, Loma Linda University and a pilot who donated his plane and fuel, Florida Hospital quickly mobilized support to Hospital Adventiste d'Haiti, an Adventist facility on the island, and fortunately, one of the few buildings left standing after the devastation. Florida Hospital sent 40,000 pounds of medical equipment and supplies valued at more than \$300,000, along with two teams of doctors and nurses.

The immediate needs of the Haitian people were obvious – setting broken bones and treating other trauma injuries, clearing space in a warehouse to shelter babies, and creating treatment areas in a hospital that was housing 20,000 refugees. Back at home, Florida Hospital provided spiritual and emotional support to employees and their families affected by the tragedy.

Money and supplies continue to pour in, and though the need is great, it is often difficult to connect the two. We are now working to help create crucial infrastructure and basic services, to prevent situations like the amputation of limbs after minor injuries because of the onset of gangrene and the unavailability of rehabilitative services. Others have died because existing supplies could not be located. By creating materials management systems, building relationships with suppliers, and helping the naturally resilient Haitian community identify and develop leadership, education and facilities, the country will be stronger and better prepared to respond to a crisis. Ulrich Simmons, MD, one of the physicians who went to Haiti, said, "The perseverance of the people is amazing. They are bruised but not broken."

Florida Hospital's Global Mission Initiatives team has now extended "Footprint" status to Haiti, a designation granted to select underdeveloped communities around the world, involving long-term commitment and support to the area. After mobilizing supplies for Haiti, warehouse employee John James said, "I knew the hospital would step up. They always step up, and it feels good to be a part of it."



If you would like to be a part of supporting Haiti, please visit www.FHGlobalMission.com or contact Executive Sponsor, Global Missions Initiative Office at:

(407) 303-2632



All Hands on Deck for Community Support

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 both in the hospital, and by volunteering with the following Central Florida community organizations and charities:

- African American Chamber of Commerce*
- American Cancer Society
- American College of Healthcare Executives*
- American Heart Association
- Apopka Chamber of Commerce Board
- Bio Orlando**
- Boy Scouts of America
- Camp Boggy Creek*
- Central Florida Charity of Healthcare and Disparity
- Central Florida March of Dimes*
- Central Florida Partnership*
- Central Florida Regional Health Information Organization*
- CHIC (Community Health Impact Council)*
- Christian HELP
- City of Orlando Certification Appeals Board*
- City of Orlando Human Relations Board

- Community Vision
- East Orlando Chamber of Commerce
- Florida Chamber of Commerce
- Florida Early Learning Coalition**
- Florida Executive Women*
- Florida Hospital Association
- Forest Lake Education Center
- Frontline Outreach*
- Grace Medical Home*
- Habitat for Humanity
- Health Care Commission of Central Florida Committee
- Hispanic Chamber of Commerce*
- Junior Achievement*
- Kids House of Seminole County, Inc.*
- Kinnerect Council on Aging*
- Kissimmee/Osceola Chamber of Commerce
- Loch Haven Children's Academy*
- March of Dimes*
- Meals on Wheels
- Metro Life Church
- Metro Orlando Economic Development Commission
- Metroplan Orlando Citizens Advisory Board

- Orange County EMS Advisory Council
- Orange County Juvenile Justice Commission**
- Orange County Sexual Assault Treatment Center Board
- Orlando Science Center
- Orlando Shakespeare Theatre
- Orlando/Orange County Convention and Visitor's Bureau
- Orphan's Heart
- Pfizer Senior Innovation Advisory Board
- Physician Surgical Care Center*
- RDV Sportsplex*
- Regional Red Cross*
- Rollins College President's Council
- Ronald McDonald House*
- Seminole Regional Chamber of Commerce*
- Seminole State College Foundation
- Sertoma
- Shepherds Hope
- Southern Adventist University
- Southwest Volusia Healthcare Corporation*
- Sovereign Grace Ministries
- The Winter Park Water and Lake Board
- Transportation Funding Task Force

- United Negro College Fund*
- United Way*
- University of Central Florida College of Nursing*
- University of Central Florida
- University of Central Florida Alumni Board
- University of Central Florida College of Medicine
- University of Central Florida Foundation Board*
- Vision 360 Global Advisory Board
- Winter Park Library

**Board member **Chairman*



Extending a lifeline to the communities we serve

"We are 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 and investing in education and training or meeting the spiritual needs of all our families and patients."

Financial Report

	2009	2010
Benefit to the Underprivileged	\$186,049,910	\$194,842,468
Benefit to the Elderly	\$101,666,503	\$115,604,708
Benefit to the Community's Overall Health and Wellness	\$37,436,618	\$47,788,317
Florida State Tax that Funds Indigent and Medicaid Care	\$24,708,843	\$23,528,240
Benefit to the Faith-based and Spiritual Needs in the Community	\$3,475,105	\$3,795,324
Calculated Community Benefit	\$353,336,979	\$385,559,057

Community Impact

	2009	2010
Ethnic Background	50%	50%
ASL Interpretation	3,324 hours	8,559 hours
Languages	150	150
Face-to-Face Interpretation	12,784 hours	18,608 hours
Minutes Over the Phone Interpretation	91,582	112,067 minutes
Backpacks Collected	2,554	2,400
Canned Food Drive	13,917 pounds	14,361 pounds
Money Collected in Lieu of Cans	\$5,331.00	\$7,029.00

Vital Statistics

	2009	2010
Inpatient Admissions	114,926	119,635
Outpatient Visits	476,625	482,177
ED Visits	381,169	387,638
Surgeries	60,571	63,231
Babies Delivered	7,816	8,066
Nurses	5,568	5,566
Walk-in Medical Facilities	18	20
Children:		
Inpatient Admissions	8,643	8,173
Outpatient Visits	31,554	36,355
ED Visits	80,704	74,060
High-risk Babies	3,352	3,424

Community 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
Senior Executive
Vice President
Bank FIRST



Des Cummings, PhD
President
Florida Hospital
Foundation



Rich Morrison
Regional Vice President
Florida Hospital Government Affairs



Brian Paradis
Executive Vice President/COO
Florida Hospital



Eddie Soler
Chief Financial Officer
Florida Hospital



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



Clem Bezold, PhD
Chairman
Institute for Alternative Futures



Lars Houmann
President/CEO
Florida Hospital



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



Connie Hamilton
Senior Patient Care Officer
Florida Hospital



James E. Jardon, II
CEO
JHT



Thomas P. Warlow III
Chairman and President
The Martin Andersen-Gracia
Andersen Foundation, Inc.

CHIC Staff



Brooke Zapata
Administrative Director
Community Benefits



Kristin Duquaine
Director of Outpatient
Services, Community Health
and Wellness, Florida
Hospital for Children



Penny Jones
Director, Corporate
Development
Florida Hospital



Jim Glass
Director of Accounting
Florida Hospital



Laura Guitar
Senior Vice President
Edelman Inc.



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



Dick Batchelor
DBMG Founder and
President, Dick Batchelor
Management Group, Inc.



Lauren Josephs
Vice President and COO
Visionary Vanguard
Group, Inc.



Samantha O'Lenick
Executive Director
Corporate Communications
and Community Partnerships
Florida Hospital



Jill Slaff
Manager, Community
Health Impact Council



Maureen Kermarki
Regional Director
Government and Public
Affairs, Florida Hospital



Sy Saliba
Senior Vice President
of Marketing
Florida Hospital

From Drops of Compassion to
*Nighty Groundswells
of Hope*

Excellence is the result of caring

more than others think is wise, risking more than others think is safe, dreaming more than others think is practical, and expecting more than others think is possible.

From Drops of Compassion to

Groundswells of Hope



FLORIDA
HOSPITAL

The skill to heal. The spirit to care.®