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About the cover: The mosaic featured on the cover is comprised of portraits of Florida Hospital employees.
About Florida Hospital

For more than one hundred years, the mission of Florida Hospital has been to extend the health and healing ministry of Christ. Opened in 1908, Florida Hospital is comprised of eight hospital campuses housing more than 2,200 beds and 20 walk-in urgent care centers. With more than 17,000 employees — including 2,000 doctors and 4,000 nurses — Florida Hospital serves Central Florida residents and visitors of the number-one tourist destination in the world. As a faith-based Christian hospital, Florida Hospital provides whole-person care to more than one million patients a year, focusing not only on the body, but on the mind and spirit as well.

Fast Facts:

■ LARGEST ADMITTING HOSPITAL IN AMERICA. Ranked number one in the nation for inpatient admissions by the American Hospital Association.

■ AMERICA’S HEART HOSPITAL. Ranked number one in the nation for number of heart procedures performed each year, averaging 15,000 cases annually. MSNBC named Florida Hospital “America’s Heart Hospital” for being the number one hospital fighting America’s number one killer — heart disease.

■ HOSPITAL OF THE FUTURE. At the turn of the century, the Wall Street Journal named Florida Hospital the “Hospital of the Future”

■ ONE OF AMERICA’S BEST HOSPITALS. Recognized by U.S. News & World Report as “One of America’s Best Hospitals” for 10 consecutive years. Clinical specialties recognized have included cardiology; orthopaedics; neurology and neurosurgery; urology; gynecology; digestive disorders; hormonal disorders; kidney disease; ear, nose and throat; and endocrinology.

■ LEADER IN SENIOR CARE. Florida Hospital serves the largest number of seniors in America through Medicare with a goal for each patient to experience a “Century of Health” by living to a healthy one hundred.

■ TOP BIRTHING CENTER. Fit Pregnancy magazine named Florida Hospital one of the “Top 10 Best Places in the Country to Have a Baby.” As a result, Discovery Health Channel struck a three-year production deal with Florida Hospital to host a live broadcast called “Birth Day Live.” Florida Hospital delivers more than 8,000 babies each year.

■ CORPORATE ALLIANCES. Florida Hospital maintains corporate alliances with a select group of Fortune 500 companies, including Disney, Nike, Johnson & Johnson, Philips, AGFA and Stryker.

■ DISNEY PARTNERSHIP. Florida Hospital is the Central Florida health and wellness resource of the Walt Disney World® Resort. Florida Hospital also partnered with Disney to build Florida Hospital Celebration Health, the ground-breaking health and wellness facility located in Disney’s town of Celebration, Florida. Disney and Florida Hospital recently partnered to build a new state-of-the-art Walt Disney Pavilion at Florida Hospital for Children.

■ HOSPITAL OF THE 21ST CENTURY. Florida Hospital Celebration Health was awarded the Premier Patient Services Innovator Award as “The Model for Health Care Delivery in the 21st Century.”

■ SPORTS EXPERTS. Florida Hospital is the official hospital of the National Basketball Association’s Orlando Magic. In addition, Florida Hospital has an enduring track record of providing exclusive medical care to many sports organizations, including: Disney’s Wide World of Sports, Walt Disney World’s Marathon Weekend, the Capital One Bowl and University of Central Florida Athletics. Florida Hospital has also provided comprehensive health care services for the World Cup and Olympics.

■ PRINT RECOGNITION. Self magazine named Florida Hospital one of America’s “Top 10 Hospitals for Women.” Modern Healthcare magazine proclaimed it one of America’s best hospitals for cardiac care.

■ CONSUMER CHOICE AWARD WINNER. Florida Hospital has received the Consumer Choice Award from the National Research Corporation every year from 1996 to the present.
Florida Hospital is thrilled to consistently strive toward the goal of being the true conduit in extending the healing ministry of Christ to all people. As a global pacesetter, Florida Hospital is dedicated to improving lives not only in Central Florida, but in the world.

For the past 40 years, our great nation has accepted more than a million non-European immigrants. These new citizens bring a plethora of cultures and religions to our shores. This contributes to our large diverse contingency of patients and care providers at all US health care institutions.

These phenomenal cultural, religious and social changes demographically create the great challenge to provide cross-cultural, competent, personalized care to all patients; this is one of the immediate goals of Florida Hospital. With this in mind, Florida Hospital’s administration has continually encouraged and supported our Diversity and Inclusion Department, which has initiated programs and innovative activities that have produced positive, measurable outcomes for equitable and competent patient care and value-driven employee engagement. Our positive outcomes continue to show in the consistent increase of our Gallup Employee Engagement Survey C02 Question score (My immediate supervisor is well prepared to handle diversity issues relating to age, gender, race and religion), and the continued increase in attendance in our diversity course offerings.

We extend our gratitude to you, for your active involvement in this important aspect of Florida Hospital’s mission as we continue to learn and grow.

Lars Houmann, FACHE
President and Chief Executive Officer
Florida Hospital
Florida Division – Adventist Health System
Letter from the Executive Sponsor

Florida Hospital is concerned with the physical, emotional, mental and spiritual well-being of each of our patients and employees. We must not only value our patients who are our clients, but also our colleagues, who deserve the same value and respect. Our goal is to simulate utopia in every aspect of compassion, caring and kindness. Naturally, diversity and inclusion are some of the best ways to guide us through this great venture.

At Florida Hospital, we consider our people one of our greatest assets. We have more than 17,000 employees representing diverse backgrounds and talents. We celebrate our similarities and differences, and continue to do our best to engage each and every person to feel valued so that they can reach their full potential and bring their best self to work.

Our commitment to diversity and inclusion continues to grow, and these past three years illustrate that. It is my hope that as you read the 2011 Annual Report, you will celebrate with us the progress that has been made and share in our passion to model the Master’s ministry…so that ALL may succeed!

Edmund “Ed” Hodge, MBA
Chief People Officer, Senior Executive Officer
Diversity and Inclusion Executive Sponsor
Florida Hospital
The Diversity and Inclusion Team

Louis R. Preston, Jr., MDiv, CDM, is a third-generation pastor and administrator for the Seventh-day Adventist Church. Diversity and inclusion have been part of his life since desegregating both his high school and college. Years later, because of these youthful, diverse successes, the Adventist World Headquarters sent Preston and his young family to quell racial tension within the Adventist Church in England and Scotland. After 10 years in Britain, they were called to develop financial stability with the Adventist organization for 11 countries in Eastern Africa. Back in the US, Preston again worked as church pastor and administrator, once again integrating institutions. Given his background, it seemed a logical choice to accept the call as the Diversity Officer for Florida Hospital.

Since coming to Florida Hospital in 2003, he has played a major role in redefining the diversity program. Some of his accomplishments include restructuring the Diversity Committee, seeking permission from the American Hospital Association (AHA) to customize their Accountability Diversity Tool for the Florida Hospital culture (an AHA first), assisting in the design of the AHA-inspired Diversity Scorecard process, and initiating the first-ever annual Florida Hospital Diversity Awareness event. Under his leadership, Florida Hospital was the recipient of the 2007 Beacon Award’s Corporate Advocate for Diversity, which is the most coveted award of all the categories. He has developed 23 diversity awareness/management courses for Florida Hospital. Since his implementation of new diversity strategies and training, Florida Hospital’s CO2 Gallup Score has risen from 3.78 in 2003 to 4.40 in 2011. His heart-felt, passionate desire is to see Florida Hospital become a global pacesetter in faith-based health care, so that all employees at all levels may “succeed” in their personal merits. He holds a masters of divinity degree from Andrews University Seminary, Berrien Springs, Michigan, and a certificate in diversity management in health care from Simmons College, Boston, Massachusetts.

His wife, Janice Preston, PhD, is the chair of the Department of Nursing Program at the Florida Hospital College of Health Sciences. They are the proud parents of four young adults, one daughter-in-law, and three lovely granddaughters.

Born in the Philippines, Aurora P. Realin, MBA, CDM and her family moved to Queens, New York, when she was 13 years old. It was here that she first experienced the wide range of diversity among people both in her school and community. She noticed that the great diversity brought a great divide and that people were not respecting and valuing one another because of their color, socioeconomic status, values and beliefs. It was at that young age that she decided to make a difference practicing inclusion by becoming friends with all people regardless of race, color or creed. She went on to receive a bachelor of science degree in communicative disorders from the University of Central Florida, Orlando, Florida, and a masters in business administration with emphasis in health care administration from Southern Adventist University in Collierville, Tennessee. She also holds a certificate in diversity management in health care from Simmons College.

Growing up in a medical family with a physician for a grandfather, a pharmacist for a grandmother and a brain-injury-rehabilitation-certified registered nurse for a mother, she developed a passion for helping others from all walks of life with a special emphasis in the health care field. She served as co-editor of the second edition of the Guide to Religion and Culture in Health Care, a resource guide prepared for use by health care professionals and other staff members who interface with patients of different religions and cultural backgrounds to assist them in fostering a positive relationship with the patients they serve, of which to date is a document that has been viewed and accessed more than 35,000 times. Because of the numerous suggestions received and success of the second edition, she served as the general editor of the newly revised and expanded third edition, A Desk Reference to Personalizing Patient Care, to be released in April 2012. This edition will be made available not only for distribution at Florida Hospital, but also for external organizations.

She has worked at Florida Hospital since 1998, and has had the opportunity to serve in many areas. Today, Realin serves as the manager for Diversity and Inclusion at Florida Hospital – the largest admitting hospital in America. She is married to Chris, a police officer first class for the city of Orlando. They have two sons, Christopher and Christian.

Her mission in life has remained the same: to accept, include and love all people and help them to do the same for each other. She considers it truly a God-given privilege and honor to serve in her current role, which affords her the ability to help build relationships and further enhance the concept of inclusion here at Florida Hospital.
Adventist Health System’s accountabilities are focused on helping Florida Hospital move toward pre-eminent performance in all areas — clinical and non-clinical. As Florida Hospital progresses to global pre-eminence, it is fundamental to position our diversity and inclusion efforts on a strategic platform. The diversity and inclusion goals are as follows:

**Primary:**
That if the success of all patients and all employees is also one of Christ’s designs for Florida Hospital, all patients coming to Florida Hospital will receive the same level of services and necessary clinical procedures, without disparity, irrespective of age, gender, race, disability or any other patient attributes.

**Secondary:**
That all employees will embrace the concept of inclusion, in mind and heart, to the point that they will provide all patients and their colleagues with the same level of care, respect and value, regardless of age, gender, race, disability or any other attribute.
Workforce Diversity

Our mission is to develop a diverse workforce to care for an increasingly diverse patient population.

Florida Hospital’s past and present administrators have set a diversity goal that within just a few years, “the percentage of persons in leadership and other key positions will look more like the community we serve.”

Specifically, Don Jernigan, PhD, Adventist Health System’s president and chief executive officer, has articulated his core value for diversity by stating, “For me, diversity is a highly biblical principle. As a follower of Christ, I have concluded from reading the account of Peter’s vision in Acts that God is no respecter of persons. ‘There is no East or West’...I have to give every person an opportunity to grow. Otherwise I am a hypocrite failing to follow the teachings of our Lord.”

![Florida Hospital Employee Population](chart)

- **By Race**
  - White: 50.4%
  - Black or African American: 9.9%
  - Hispanic or Latino: 4%
  - Asian and Pacific Islander: 1.9%
  - American Indian or Alaska Native: 3%
  - Multiracial (two or more races): 80%
  - Unknown: 1%

- **By Age**
  - 65 Years or Older: 4%
  - 50-64 Years Old: 28%
  - 16-29 Years Old: 20%
  - 30-39 Years Old: 24%
  - 40-49 Years Old: 24%

- **By Gender**
  - Male: 74%
  - Female: 25%
  - Unknown: 1%
Communities Served by Florida Hospital

Orange County
- White: 47.9%
- Black or African American: 18.1%
- Hispanic or Latino: 26.1%
- Asian and Pacific Islander: 2.8%
- American Indian or Alaska Native: 0.3%
- Multiracial (two or more races): 0.2%
- Unknown: 0.3%

Seminole County
- White: 66.2%
- Black or African American: 11.2%
- Hispanic or Latino: 16.3%
- Asian and Pacific Islander: 3.7%
- American Indian or Alaska Native: 0.3%
- Multiracial (two or more races): 0.2%
- Unknown: 0.3%

Osceola County
- White: 43.5%
- Black or African American: 8.7%
- Hispanic or Latino: 42.4%
- Asian and Pacific Islander: 2.9%
- American Indian or Alaska Native: 0.2%
- Multiracial (two or more races): 0.2%
- Unknown: 0.2%

Volusia County
- White: 75.4%
- Black or African American: 10.2%
- Hispanic or Latino: 11.1%
- Asian and Pacific Islander: 1.5%
- American Indian or Alaska Native: 0.3%
- Multiracial (two or more races): 0.3%
- Unknown: 0.3%

Lake County
- White: 76.9%
- Black or African American: 8.8%
- Hispanic or Latino: 11.2%
- Asian and Pacific Islander: 1.7%
- American Indian or Alaska Native: 0.3%
- Multiracial (two or more races): 1.3%
- Unknown: 0.1%
Board of Directors

Presently, the proportion of Florida Hospital employees by race closely approximates corresponding proportions in the communities that Florida Hospital serves.

The proportions of people of color within Florida Hospital’s leadership and Board of Directors does not currently match their corresponding proportions within the general employee population. A more intentional effort is continually being made to increase diversity in this area.
Adventist Health System’s Management Residency Program

The Adventist Health System’s Management Residency Program includes residencies in:

- Accounting/Finance
- General Management
- Human Resources
- Information Systems
- Nursing
- Patient Financial Services
- Physician Practice Management
- Supply Chain/Materials Management

The purpose of the program is to identify, recruit, retain and prepare young prospective Adventist executives for hospital leadership roles.

This model includes academic preparation in a master’s degree program. Florida Hospital and Adventist Health System continue to actively search for leaders who not only reflect the culture of Florida Hospital, but the community we serve.
Born to a Mexican mother and a Puerto Rican father, I have been blessed with two rich cultural backgrounds. Growing up in Tennessee, I quickly noticed that, aside from my three siblings, there seemed to be quite a shortage of “Mexi-Ricans” in the world. However, I grew to appreciate the diversity of the population at large. My educational experience led me through a series of Seventh-day Adventist schools. I attended Memphis Junior Academy, Highland Academy in Nashville, Tennessee, and finally college at Southern Adventist University. While pursuing my degree, I had the opportunity to study multicultural management. This class was my first experience in actually studying the complexity of cultures. I believe the different motivations, values and customs of all cultures create a mosaic that is a tribute to the complexity and depth of our God.

Through career counseling I found that my passion is for physician practice management. I chose to major in business management/entrepreneurship to prepare myself for managing a practice of my own. However, through an internship with the Adventist Health System (AHS) Leadership Development Department, I quickly realized that the health care industry has become too complex for most solo physician practices to survive. The Physician Practice Management Residency Program was created to develop leaders who could adapt to the complex challenges that this segment of the industry is facing. In 2011, I was excited and honored to be selected as its first resident. In the first year of my program, I have worked with Florida Hospital Medical Group, learning operations in key departments such as Human Resources, Risk Management and Accounting. I am also pursuing a master’s degree in health care administration at Webster University in Orlando, Florida.

I was drawn to AHS for the career opportunities, but also specifically for our mission and values, which so closely paralleled my own. In order to extend the healing ministry of Christ, we seek not just to be as diverse as our patients, but to strategically engage the different cultural values and customs of our employees to serve our patients better.
Florida Hospital REACH

History
Introduced in 2005 as one of several initiatives designed to deepen Florida Hospital’s “bench” strength and to satisfy the growing need for leadership talent, the REACH program is comprised of a series of requirements built around critical competencies.

- **Sessions to date:** 2005, 2006, 2009, 2010 and 2011
- **Participants per session:** 20 participants, total of 75 to date
- **Selection criteria:** Nomination from senior management, including input from talent review process
- **Program length:** 24 months

Format
- Semi-annual summits
- Selected training courses
- Key assignments and rotations
- Engage with senior leadership on leading think-tank projects
- Mentoring program
- Leadership and development assessments
- Case studies/physician panel/leadership simulations
## Competencies

All of the learning incorporated into the REACH structure and program is founded upon the competencies below. These competencies have been established as key to the role of an executive within our system. This chart serves as a map of the Summits with the corresponding competencies that are to be achieved within a two-year period. All of these are based on the foundations of CREATION Health and Healthy 100, Extending Excellence, and Model Servant Leadership which are all integral elements of the Florida Hospital Strategic Innovation Agenda.

<table>
<thead>
<tr>
<th>Leadership Foundations</th>
<th>Leadership in Health Care</th>
<th>Pacesetter Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Know Yourself and Your Impact on Others</td>
<td>Spiritual Leadership and the Patient Experience</td>
<td>Strategic Leadership and Execution</td>
</tr>
<tr>
<td>Communicates and Connects Employees to the Strategy</td>
<td>Drives Best Practice Clinical Processes and Efficiencies</td>
<td>Innovates and Manages Uncertainty</td>
</tr>
<tr>
<td>Self Awareness</td>
<td>Builds andExecutes Patient Experience Strategies</td>
<td>Creates and Drives the Strategy and Direction</td>
</tr>
<tr>
<td>Presents and Facilitates Effectively to All Levels Including Senior Executives</td>
<td>Understands and Appreciates Medical Science</td>
<td></td>
</tr>
<tr>
<td>Demonstrates Resiliency/Adapts to Change</td>
<td>Engages Physicians as Partners</td>
<td>Leads with Business and Financial Acumen</td>
</tr>
</tbody>
</table>

- **CREATION Health and Healthy 100**
- **Extending Excellence**
- **Model Servant Leadership**
International Recruitment

At Florida Hospital, we are dedicated to improving lives not only in Central Florida, but also around the world. We are committed to serving the health care needs of our diverse patient population, and strive to be the hospital of choice not only for our patients, but also for our physicians and employees. Our international recruitment efforts are geared to seek out and employ the best individuals around the world to be a part of our growing team.
Nursing Residency Program

The Nursing Residency Program is designed to develop nursing leaders to serve the organization in extending the mission. The program provides experiential rotations and didactic experience creating a strong foundation for building future nursing leaders in a faith-based organization. The Center for Talent Management has a number of other leadership-development learning tracks for those who desire to advance their leadership performance in the role of nurse manager, assistant nurse manager or charge nurse.

“The Chief Nursing Officer (CNO) Residency Program takes a very systematic approach to selection and providing experiences to enhance your leadership potential. Every rotation has been thoughtfully arranged to provide the best opportunity for continued growth and learning. I would be remiss if I didn’t say every experience I have had in my 30-year nursing journey has been the preparation for grounds for the program. The opportunities afforded have been and continue to be amazing. The exposure to different leaders and their styles of leadership has given me multiple opportunities to see the how the “sum” works together to make the “whole.” I realize over and over that God uses ordinary people to do extraordinary work. This is evident from the frontline to the boardroom, and I have been privileged to be impacted by so many individuals during my journey who have also contributed to my overall growth. My mantra, in both my personal and professional life, is: I want to be a positive impact to those I encounter each day and remain acutely aware when I am positively impacted by others.

I have certainly been given the tools to do a very important work. Together with my passion for nursing, experience and my constant acquisition of additional knowledge, I have an awesome responsibility to pay it forward. I have a vision for the future of health care and am ready and equipped to face the challenges of delivering health care in one of the most tumultuous times we have ever faced, both politically and economically. I have no angst about where I will be used in God’s service beyond the safe walls of this Residency, but I do know that I will continue to work with passion and purpose, coupled with a willingness to do His work. I am simply grateful for the opportunity to add to the “whole” and to serve others while leading.

For me, the journey continues…”
Patient Satisfaction

Florida Hospital utilizes the following tools for patient satisfaction surveying: HCAHPS for inpatient adults, and Press Ganey for pediatric, Emergency Department, outpatient services and ambulatory surgery patients. Florida Hospital also uses the measurement “willingness to recommend” in setting goals and accountabilities for patient satisfaction. This aligns questions asked similarly to those used in employee and physician engagement surveys.

The definitions and collection of race/ethnicity vary between the HCAHPS and Press Ganey surveys.

**HCAHPS**

Patients are asked two questions on the survey about their ethnicity and race:

1. Are you of Spanish, Hispanic or Latino origin or descent?
2. What is your race? White/Black or African American/Asian Native Hawaiian or other Pacific Islander/American Indian or Alaska Native

Patients have the option to choose one or more answers.

**Press Ganey**

Race/ethnicity information is collected from the patient during registration at the hospital and later tied back to the patient responses to the survey.

Patients are able to select only one option.

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**Overall Patient Satisfaction by Race (HCAHPS)**

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Overall Hospital Rating</th>
<th>Willingness to Recommend</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>71%</td>
<td>74%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>62%</td>
<td>65%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td>Asian</td>
<td>79%</td>
<td>58%</td>
</tr>
<tr>
<td>Other*</td>
<td>69%</td>
<td>81%</td>
</tr>
</tbody>
</table>

Sample size: 14,225 (American Indian or Alaska Native: 162, Asian: 332, Black or African American: 1,288, Hispanic or Latino: 2,209, Native Hawaiian or Pacific Islander: 50, White: 11,566

*Other includes “other,” Hawaiian/Pacific Islander, American Indian/Alaska Native, and Unknown for HCAHPS.
Emergency Department Patient Satisfaction by Race (Press Ganey)

![Graph showing patient satisfaction by race in the Emergency Department.]

Sample size: 4,381 (White: 2,639, Black: 471, White Hispanic: 912, Asian/Pacific Islander: 56, Other**:303)

**Other includes "other," American Indian, Black Hispanic and Unknown for ED and Outpatient Services.

Ambulatory Surgery Patient Satisfaction by Race (Press Ganey)

![Graph showing patient satisfaction by race in Ambulatory Surgery.]

Sample size: 4,381 (White: 2,639, Black: 471, White Hispanic: 912, Asian/Pacific Islander: 56, Other***:303)

***Other includes "other," Asian/Pacific Island, American Indian, Black Hispanic and Unknown for Ambulatory Surgery.

Outpatient Services Patient Satisfaction by Race (Press Ganey)

![Graph showing patient satisfaction by race in Outpatient Services.]

Sample size: 4,813 (White: 3,226, Black: 361, White Hispanic: 468, Asian/Pacific Islander: 73, Other**:685)

**Other includes "other," American Indian, Black Hispanic and Unknown for ED and Outpatient Services.
The preparedness of Florida Hospital leaders in the area of diversity has grown steadily, as perceived by Florida Hospital employees through the answer of Gallup question CO2:

“My immediate supervisor is well prepared to handle diversity issues relating to age, gender, race and religion.”

Over the past nine years, Florida Hospital’s Gallup question CO2 has continued to increase from an average of 3.78 in 2003 to 4.40 in 2011 (scores based on a 5.0 scale).
Florida Hospital continues to include diversity as a component of the Team Builder category of our Leadership Performance Review. The section of the review containing the diversity competency appears below:

Leadership Performance Evaluation

<table>
<thead>
<tr>
<th>TEAM BUILDER</th>
<th>Rating</th>
<th>Validation</th>
</tr>
</thead>
<tbody>
<tr>
<td>b. Values and promotes a diverse staff</td>
<td>1 2 3 4</td>
<td>Answer questions or add remarks as needed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>As vacancies occur, do you intentionally search for candidates from racial and gender minorities? Y_____ N_____</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Score on Gallup C20: “prepared...diversity”_____</td>
</tr>
</tbody>
</table>
Diversity and Inclusion Courses

- **Diversity 100***
- **Diversity 202***
- Aging Diversity
- Compassionate Care for the Transgender Patient
- Cross-cultural Communication
- Cultivating Compassion in the Workplace
- Cultural Diversity and the Grief Response
- Cultural Diversity and Palliative Care
- Disability Awareness
- From Micro-inequities to Micro-affirmations
- Gender Diversity
- Generations at Work
- Getting to Know Generation Y
- Language Access and the Law – Communicating More Effectively Through an Interpreter
- **M.E.E.T. on Common Ground**
- **OUCH! That Stereotype Hurts**
- **OUCH! Your Silence Hurts**
- Race Awareness I
- Race Awareness II
- The Power of Mentoring (**Diversity Emphasis**)  
- Graduate Medical Education Orientation (**Diversity Presentation**)  
- New Employee Experience (**Diversity Presentation**)  
- New Leader Experience (**Diversity Presentation**)  
- New International Nurses Orientation (**Diversity Presentation**)  
- Specialized Diversity Courses for Departments (**15 business days**)  

*Core Courses

2011 Statistics:

- Diversity courses: **99**
- Employees in attendance: **3,857**
- Average course evaluation score: **4.88** (on a 5.0 scale)

**Coming soon in 2012:**

- Cultural Competence in Health Care
- Harassment Is…
- Religion and Spirituality in the Workplace
Interpreter Services

In 2010, Interpreter Services developed solutions for health care providers to expedite access to a qualified medical interpreter. By employing a staff of Spanish medical interpreters at all Florida Hospital campuses, the arrival time for an interpreter to a Spanish-speaking limited-English-proficient (LEP) patient has significantly improved. Interpreter Services also focused on solutions through Video Remote Interpretation (VRI), to provide on-the-spot interpreters to our deaf and LEP patients and their family members.

Florida Hospital Interpreter Services currently offers interpretation over the phone, in person and via VRI. Through our over-the-phone interpreter services, physicians and staff are able to access and use qualified medical interpreters in 150-plus languages 24 hours a day, seven days a week, 365 days a year, in most Florida Hospital locations, facilities and entities. State and nationally certified American Sign Language (ASL) interpreters, and trilingual and tactile interpreters are also available in person to assist our deaf and blind patients. VRI is currently being used in emergency rooms, with plans in late 2011 to move to other areas of the hospital, such as inpatient and ancillary.

Top Five Languages Requested in 2011

- Spanish
- Haitian Creole
- Portuguese
- Arabic
- Vietnamese

2011 Statistics:

Hours of ASL interpretation: 9,327.25

Hours of face-to-face interpretation for non-English spoken languages: 12,262

Minutes of over-the-phone interpretation: 157,050

Documents translated: 228 pages (500 words/page)
Florida Hospital’s Volunteer Services Program started in 1955 as an Auxiliary. Volunteers assist staff in various areas such as the gift shops, information desks, nursing units, emergency department, pharmacy, laboratory, etc. Some volunteers also perform comfort rounds, assist patients with their non-medical needs, and serve as patient companions.

Volunteer Services

2011 Statistics:

- 2,700 volunteers on 8 campuses
- 15 to 103 years of age
- 275,000 service hours completed = 132 full-time employees

Mended Hearts is a national and community-based non-profit organization that has been offering the gift of hope to heart disease patients, their families and caregivers.

The Mended Hearts, Inc.

Founded by Dwight E. Harken, MD, The Mended Hearts was started with three of Dr. Harken’s open heart surgery patients. In January 1951, Dr. Harken asked Doris Silliman, one of the first 50 patients to ever have heart surgery, and three other post-surgery heart patients – Keith Otto, Alford Santimassino and Elizabeth Wilkinson – to meet at the hospital. They spoke of their new feeling of well-being, their plans and hopes for the future — and with renewed happiness they spoke of their “mended hearts.” They realized how wonderful it would be to provide support and help others facing the same experience.

Recognized for our role in facilitating a positive patient-care experience, now aligned with the American College of Cardiology, Mended Hearts is celebrating 60 years of service. We have more than 300 local chapters and satellites nationwide, and partner with 460 hospitals and rehabilitation clinics. Mended Hearts offers services to heart patients through visiting programs, support group meetings and educational forums.

Our support groups help people understand that there can be a rich, rewarding life after heart disease diagnosis. Members listen, share their experiences and volunteer to talk to other heart patients about what they may face, including lifestyle changes, depression, recovery, and treatment.

Mended Hearts volunteers offer peer-to-peer support to patients, family members and caregivers via:

- Hospital visiting – In-person visit from a Mended Hearts volunteer while you are recovering
- Online visiting – Email check in and materials provided electronically
- Phone visiting – Calls to provide a word of hope

At Florida Hospital’s Orlando Campus, six members of the Orlando Chapter visit daily with patients who have had open heart surgery. Their mission is to “inspire hope in heart disease patients and their families.” Hearts members are like the people they serve — they are heart patients and family members serving others going through what they went through themselves. They volunteer on Monday through Friday and have been doing this for 12 years. A new chapter of Mended “Little” Hearts has just formed here in Central Florida and they plan to be a part of the Florida Hospital Pediatric Heart Program.

Campus Spotlight: Florida Hospital Orlando

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Fourth Annual Inclusion Sabbath

The Fourth Annual Embracing Inclusion event was held at the Florida Hospital Seventh-day Adventist Church on Saturday, February 19, 2011. Thanks go to Pastor Andy McDonald and the Florida Hospital Church family for continuing to be gracious hosts for the fourth year in a row. Gottfried Oosterwal, PhD, LittD, director of the Center for Intercultural Relations in Berrien Springs, Michigan, was the guest speaker for the event. He dynamically addressed the subject of Glorifying God in Diverse Ways through healing and caring for people from diverse cultures. Ed Hodge, chief people officer, introduced Dr. Oosterwal and also presented him with the Fourth Annual Inclusion Service Award. Louis Preston, Diversity director, and Aurora Realin, Diversity manager, honored Dottie Catena-Mileto, MBA, BS, RN, chief nursing officer for Florida Hospital Celebration Health, with the Diversity Ambassador Award. The service was followed by a church-wide multicultural potluck and a discussion panel moderated by Sy Saliba, chief marketing officer, involving Dr. Oosterwal, Dr. William Loveless and Dr. Benjamin Reaves, all of whom have been guest speakers at previous Inclusion Sabbath events.

Gottfried Oosterwal, PhD, LittD, is the Director of the Center for Intercultural Relations in Berrien Springs, Michigan, an institution specializing in research. He conducts workshops and trainings, and consults with medical and other organizations on managing intercultural, interreligious and inter-ethnic relations in the workplace. He also teaches at the University of Michigan, Ann Arbor, in the Department of Human Genetics. An ordained minister of the Seventh-day Adventist Church, Dr. Oosterwal was born in the Netherlands. After university studies in Holland, Germany and Great Britain, he pioneered comprehensive mission work among the then unknown tribes in the interior Papua (West New Guinea), where he became their advocate for health, education and development. He continued his pioneering work in the Philippines. In the US, he initiated the Department of World Mission at the Seventh-day Adventist Theological Seminary at Andrews University and co-founded and then directed the Seventh-day Adventist Institute of World Mission for 25 years. He holds several degrees and speaks numerous languages. He is also the author of 12 books and numerous articles on issues related to intercultural communication.

Inclusion Sabbath began as an annual effort to join together the church, hospital and community it serves. Its main purpose is to welcome all and share the message of health, spirituality and inclusion.
Florida Hospital continues to improve our supplier diversity efforts. A link was created on our website to simplify the vendor application process, and we do actively evaluate certified minority vendors when we source products. The next phase of our journey will be to develop diversity supplier goals and implement a more systematic process for diversity supplier consideration.

Florida Hospital is a proud member of the Central North Florida Minority Supplier Diversity Council (cnFMSDC). cnFMSDC provides a direct link between corporate America and minority-owned business enterprises. cnFMSDC is a corporate member organization, with a primary objective of helping corporations with their supplier diversity efforts.

Please note that the 2009 and 2010 figures were revised to only include 1% of Suture Express’ total spend.

2011 Adventist Health System (AHS) Annual Diversity Spend

- $40 million
- $39 million

Supplier Diversity

2004 2005 2006 2007 2008 2009 2010 2011

0 5 10 15 20 25 30 35 40
Please note that these percentages do not include Office Depot, which made up $332,999 diversity spend in 2011.
Upcoming Publications

A Desk Reference to Personalizing Patient Care: A Guide for Compassionate Health Care Professionals on Enhancing the Patient Experience by Understanding Differences in Cultures, Religions, Disabilities and Generations.

What happens when one book collects bite-sized reference information about:

- Twenty of the world’s most prevalent religious groups
- Twenty of the widest-spread cultural groups
- Seven of the most common disabilities
- Four distinct generations

You get a powerful guide to personalizing patient care!

Diversity is increasing at a rapid pace. Clinicians committed to providing the best patient care must become familiar with the key attitudes and expectations of patients whose culture, religious beliefs, generation or level of disability differs from their own. Now there is help. Personalizing Patient Care is a valuable guide for improving a caregiver’s understanding of how a patient’s background may affect his/her needs, preferences and expectations related to the delivery of care. What will you find inside this guide?

Features

- Health care issues are presented in tabular format for quick reference with separate listings for different religions, cultures, generations and disabilities.

- Issues covered include attitudes toward blood, diet and nutrition; healing environment; pain management; end-of-life issues (Advance Directives, autopsy, care of the dead, Do Not Resuscitate, organ donation, withholding treatment); pre- and postnatal care, including attitudes toward contraception, genetic conditions, prenatal care, choice of birth process, infant baptism/dedication, neonatal/infant death or end-of-life care and termination of pregnancy.

- Generational differences in attitudes toward pertinent issues are presented in separate tables. Topics include barriers to health care, common medical issues, communication tips, diet and nutrition, issues of new parents and issues related to death and dying.

- An extensive bibliography is provided with more than 3,000 references, with notations in each section of every table indicating the source.

- With all this available at your fingertips, it’s no wonder Personalizing Patient Care has become such an essential guide for physicians, nurses and other health care professionals!

Hardcover print edition available for sale April 2012 through www.FloridaHospitalPublishing.com, and www.Amazon.com. For special pricing, contact your Florida Hospital Publishing via email at HealthProducts@FLHosp.org or call (407) 303-1929.
Diversity by Design
How to Build a Successful, Spiritually Based Diversity and Inclusion Program for any Organization
by Louis R. Preston, Jr. M.Div, CDM

Personalizing Patient Care
How to Create a More Compassionate, Healing Experience by Understanding the Unique Differences of Cultures, Religions, Disabilities and Generations
by Aurora P. Realin, MBA, CDM
**Live to a Healthy 100**

There's something big happening around the world. People just like you are making specific lifestyle changes that result in living longer, fuller lives. They’re making healthy choices and, in turn, are able to do the things they love well into their later years. Now is the time to commit to a healthier lifestyle, and choose positive actions and behaviors that can result in a more fulfilling life.

As a leading-edge health care institution, Florida Hospital hopes that by sharing information about healthy lifestyles that have been proven to lengthen the lives of those living in Blue Zones (areas where people live to be 100 years old), while continuing to provide award-winning medical care, Central Florida will be a region where living to a Healthy 100 becomes commonplace.

**What are the benefits of being a Healthy 100 member?**

You will receive exclusive access to interactive tools and resources designed to track your accomplishments and create a personalized health plan.

- **eNewsletters:** Get weekly newsletters straight to your inbox with nutrition information, tips on living well and articles to keep you healthy and happy.

- **Longevity and Wellness Calculators:** Check out our quick and useful calculators to estimate your health age, body fat, healthy weight, target heart rate and more.

- **Mobile Apps:** The new Healthy 100 iPhone application tracks and monitors your daily water intake.

- **Expert Podcasts:** Tune in and listen to our health and nutrition specialists discuss tips, ideas and the 8 Secrets to a Healthy 100.

- **Approved Healthy 100 Recipes:** Our collection of recipes has been reviewed extensively by a nutritionist and offers healthy and flavorful ways to eat more healthfully.

- **Healthy Events and Screenings:** Discover more about your risk factors and ways to improve your wellness.

- **Members-only Discounts:** Take advantage of exclusive offers from local businesses that can assist you in healthy food choices and becoming more active.

**What is Healthy 100?**

Healthy 100 is a movement created by Florida Hospital to educate and motivate people to adopt healthy lifestyle changes. It focuses on eight proven principles that guide people to live healthier and longer lives through partnerships with schools, government, churches, businesses and other organizations.

**How do I join the movement?**

Make a commitment to your health and your life. Become a Healthy 100 member today at Healthy100.org. It’s 100 percent free.
Discover the Eight Secrets

Today is a new day, and you are on the cusp of something great! Discover the eight secrets to a healthy 100 through CREATION Health.

- **Exercise Your Power of CHOICE**: By reading this, you’ve already made one good choice — deciding your health is a priority. Keep it up!

- **Get Plenty of REST**: Lack of sleep can lead to irritability, less energy for daily activities, and increase your risk of chronic diseases.

- **Enhance Your ENVIRONMENT**: De-cluttering your home and workplace can help clear your mind and bring a greater sense of peace.

- **Increase Your ACTIVITY Level**: For best results, start off moving your body. Take a walk with a friend.

- **TRUST in Yourself and Your Faith**: Studies have shown that strong spiritual faith has a lot to do with the body’s ability to become emotionally resilient and heal from illness.

- **Nurture INTERPERSONAL Relationships**: Love and friendship heal our lives. The importance of staying connected has been written about in various clinical studies.

- **Maintain a Positive OUTLOOK**: When life gives you lemons, make lemonade. You can always choose your mindset, despite your circumstances.

- **Improve Your NUTRITION**: Eat simply and with a variety of fruits and vegetables. Choose a multi-grain bagel instead of a donut for breakfast.

To learn more about the 8 Secrets of a Healthy 100, visit Healthy100.org.