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 2,000 beds and 20 walk-in urgent care centers, caring for more than one million patients a year. With over 17,000 employees—including 2,000 doctors and 4,000 nurses—we serve the residents and guests of Orlando, the number one tourist destination in the world. We are a Christian, faith-based hospital that believes in providing whole person care to all patients – mind, body and spirit.

Florida Hospital Facts include:

LARGEST ADMITTING HOSPITAL IN AMERICA: Ranked No. 1 in the nation for inpatient admissions by the American Hospital Association.

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” and currently ranked the #1 hospital in Orlando, #30 in Gynecology, and #45 in Gastroenterology.

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 100.

CORPORATE ALLIANCES: Florida Hospital maintains corporate alliance relationships 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.

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

SPORTS INJURY EXPERTS: Florida Hospital is the official hospital of the Orlando Magic NBA basketball team. 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, the Champs Sports Bowl, the Grand Prix Race Series and the University of Central Florida Athletics. Florida Hospital has also provided comprehensive health care services for the World Cup and the Olympics.
It is now imperative that we recognize that embracing those who are of different backgrounds, cultures or life situations is vital to the success of any organization, including Florida Hospital. We have made diversity and inclusion an active goal for this organization because it is so crucial in today’s world. This report demonstrates our commitment in the past year to achieving these goals, and indicates the areas where we can still grow and improve.

Florida Hospital is a global pacesetter, dedicated to improving lives, not only in Central Florida, but also around the world. This distinction gives us a unique opportunity to be leaders in medical innovations and standards of care, as well as in diversity, inclusion and cultural competence. Classes are offered regularly, as a means of assisting our employees to continually grow in these areas. We will continue to research additional strategies to educate and inform on these critical issues. The healing ministry of Christ is the most important model of inclusion ever demonstrated to mankind. Likewise, we are moved by heartfelt passion to seek the involvement of all who serve on the Florida Hospital team. Thank you for your ongoing engagement in this important aspect of Florida Hospital’s mission.

Lars Houmann, FACHE
President and Chief Executive Officer
Florida Hospital
Florida Division – Adventist Health System
Can a person do their very best if he or she does not feel valued or recognized for the strengths and differences they bring to the team? Of course not, and literature answers this question — a person who feels valued will be engaged, doing their very best. This knowledge drives the focus being placed upon diversity and inclusion. The people of Florida Hospital are the heart, hands and feet commissioned by God to carry out the mission to every person, every time. To extend the healing ministry of Christ is our mission. How we care for our individual patients or members of our team is the living example of this mission.

At our hospital we have been blessed to have the right, rigorous team for diversity, inclusion and cultural competence. This journey has included proper recruitment, education, measurement and metric progress that has established diversity and inclusion at the center of positive, humanistic exploits of healing. We have been on a journey for the past several years to better understand and educate about diversity and inclusion here at Florida Hospital. The journey began with building the right team to provide leadership, then establishing practices that align with the principles set forth by our mission. As you read the 2010 Annual Report, you will see continued evidence of learning that has led to changes and a greater understanding of diversity and inclusion. May we ever be challenged to more fully understand and embrace diversity and inclusion as the people of Florida Hospital.

Sheryl Dodds, MS, BSN, RN
Chief People Officer, Senior Vice President
Diversity and Inclusion Executive Sponsor
Florida Hospital
The Diversity and Inclusion Team

Louis R. Preston, Jr., 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.

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 20 diversity awareness/management courses for Florida Hospital. 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 and is currently pursuing certification in Diversity Management in Health Care from Simmons College.

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.

Aurora P. Realin, MBA
Diversity Manager

Born in the Philippines, Aurora P. Realin 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, socio-economic 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 and a Masters in Business Administration with emphasis in Health Care Administration from Southern Adventist University. She is currently pursuing certification 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 rehab-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 first 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 25,000 times. Because of the numerous suggestions received and success of the first edition, she served as the general editor to the newly revised and expanded second edition, A Desk Reference to Personalizing Patient Care, to be released September 2011. 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 has been married since 1998 to Chris, a Police Officer First Class for the City of Orlando. They have two sons, Christopher and Christian.
Diversity and Inclusion Goals

Adventist Health System’s accountabilities are focused on helping Florida Hospital move toward pre-eminence 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.

Prior to her employment at Florida Hospital, Campillo-Santos worked for five years in the mortgage industry as a loan processor for Countrywide Home Loans. This sparked her interest in real estate, and in addition to her current job today, she also works part time as a real estate agent.

Campillo-Santos is very active in her community. Mentoring the youth at her church and serving as the Pathfinder Club Director of the Forest City Spanish Seventh-day Adventist church for the last 10 years brings her great joy. The Forest City Seventh-day Adventist Church Pathfinder Club is the largest Hispanic Pathfinder Club in the North American Division, with an annual membership of 90 to 110 young people ages 10 to 18. Campillo-Santos feels the most rewarded when she sees the youth graduate from high school and college and return to church to mentor other young people. The reward is even greater when these young people grow to be adults and bring their families to church to have the same experiences because of the blessings they received growing up.

She has been employed at Florida Hospital since 2007 and today, Campillo-Santos serves as the Coordinator for the Diversity and Inclusion Department, where she assists in building relationships and helping people understand their value and potential to Florida Hospital.
Workforce Diversity

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

Florida Hospital’s past and present administrations 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.”

Florida Hospital Population
FH Origins/Race/Ethnicity – Staff and Leadership (Grade 70+)

Age All Employees

Gender All Employees

Unidentified: 0.2%

Female: 74.5%

Male: 25.3%

- 16% 16-29 Years Old
- 23% 30-39 Years Old
- 24% 40-49 Years Old
- 31% 50-64 Years Old
- 6% 65 Years or Older

- American Indian or Alaska Native
- Asian and Pacific Islander
- Black or African American
- Hispanic or Latino
- Multiracial (Two or more races)
- White
- Other
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.
Adventist Health System – Residents by Race

White/Caucasian – 46%
Black/African American – 38%
Hispanic/Latino – 16%

Adventist Health System – Interns by Race

White/Caucasian – 45%
Black/African American – 27%
Hispanic/Latino – 10%
Asian/Pacific Islander – 18%

Adventist Health System – Residents by Gender

Male – 64%
Female – 36%

Adventist Health System – Interns by Gender

Male – 52%
Female – 48%
Born and raised a southerner in Jackson, Mississippi, I appreciate diversity wholeheartedly. It is more than amazing to look back on where we have come from as a people. Adventist Health System, I believe, is taking an active approach to make the company more representative of that progress as indicated by the systemwide 2015 Vision. As an African American male, I could have chosen to accept the stereotypes and ideas of others and allowed them to hold me back in life. Instead, I aspire to be a change agent for all men everywhere. My educational journey has been quite diverse as well, including Seventh-day Adventist primary school, public high school and a private graduate school. A deeply rooted love of Christ has kept me grounded through each of those transitions, and it is what keeps me grounded even today. In addition, being guided through life by my single Christian mother, an even greater sense of drive and ambition has been instilled in me. I chose to major in Health Care Administration while attending Oakwood University with hopes of being a leader in the health care industry. Shortly after graduating, I joined Adventist Health System’s highly competitive Leadership Development Residency Program in June of 2010. The knowledge I have gained throughout my short lifetime, and currently in my MBA program, has proven very beneficial in my journey through the residency. Since beginning the program, I have worked intensely in the areas of employee engagement, employee benefits, orientation and training, mergers and acquisitions, and organizational development. The tools and experience I gained from working with Florida Hospital, and all other system benefit plans, has been one of the most valuable assets of my residency experience thus far. In working with the Human Resources team at Adventist Health System, I have realized the true calling that is Human Resources. Each member of the team exhibits a passion for creating work environments that are accepting and inclusive of all people. I feel strongly that the company mission is personified in each of them. Throughout my life and career as an employee of this “Great Place to Work,” my hope is to exemplify an outstanding picture of the importance of diversity and to help our company grow in this area.
History

The REACH program was introduced in 2005 as one of several initiatives designed to deepen Florida Hospital’s “bench” strength and satisfy the growing need for leadership talent.

• **Sessions to date:** 2005, 2006, 2009 and 2010

• **Participants per session:** average of 15 participants; total of 62 leaders have attended the program

• **Selection criteria:** nominated by senior leaders and approved by the Leadership Development Council

• **Program length:** nine to 12 months

• **Format**
  - Primarily classroom/lecture-based
  - Requires participants to engage in a project connected to important business strategies

**Strategy/Objectives**

• To accelerate learning opportunities for Florida Hospital’s high-potential, mid-level leaders

• To assure a diverse pool of future leaders

• To provide structured leadership learning and to examine practices in strategically important leadership topics
The Nursing Residency Program is designed to develop nursing leaders to serve the organization in extending the mission. The Nursing Residency 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.

International Recruitment

**Nurses**
- Asian/Pacific Islander – 80%
- White/Caucasian – 10%
- Hispanic/Latino – 10%

**Medical Technologists**
- Asian/Pacific Islander – 33.3%
- Black/African American – 33.3%
- Hispanic/Latino – 33.3%

**Pharmacists and Physical Therapists**
- Asian/Pacific Islander – 100%
Julie Vincent, MSN, MBAc
2010 Graduate
Nursing Officer, Cardiovascular Institute,
Florida Hospital Orlando

“The Chief Nursing Officer Residency Program prepared me for a leadership role by allowing me to gain exposure to diverse leadership styles, management techniques and innovative ideas. The residency was experiential, so while I did spend time in the CEO’s office and the boardroom, I also spent a week washing sheets in the laundry, another week making trays in the kitchen, and yet another week checking specimens in the laboratory. The depth of these experiences allowed me to broaden my perspective and to view the strengths of the distinct individuals who bring our health system its greatest opportunities for growth.”
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 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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### Patient Satisfaction

![Patient Satisfaction Graph](image)

- **Overall Hospital Rating**
  - White: 62%
  - Black or African American: 63%
  - Hispanic or Latino: 71%
  - Asian: 65%
  - Native Hawaiian or Pacific Islander: 68%
  - American Indian or Alaska Native: 73%

- **Willingness to Recommend**
  - White: 69%
  - Black or African American: 69%
  - Hispanic or Latino: 73%
  - Asian: 69%
  - Native Hawaiian or Pacific Islander: 69%
  - American Indian or Alaska Native: 69%

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

*HCAHPS ratings were significantly higher among Hispanic/Latino patients.*
Patient Satisfaction – by Race (Press Ganey) – Emergency Department

Sample size: 5,031
White: 2,964
Black: 574
White Hispanic: 1,063
Asian/Pacific Islander: 109
Black Hispanic: 45
American Indian: 25
Other: 228

*In the Emergency Department and Outpatient Services, Overall Rating of Care was lower among Asian/Pacific Islander patients.

Patient Satisfaction – by Race (Press Ganey) – Ambulatory Surgery

Sample size: 1,076
White: 740
Black: 65
White Hispanic: 108
Asian/Pacific Islander: 19
Black Hispanic: 5
Other: 131

*In Ambulatory Surgery, Overall Rating of Care was lower among White Hispanic patients.

Patient Satisfaction – by Race (Press Ganey) – Outpatient Services

Sample size: 5,956
White: 3,811
Black: 324
White Hispanic: 488
Asian/Pacific Islander: 140
Black Hispanic: 20
Other: 1,193

*In the Emergency Department and Outpatient Services, Overall Rating of Care was lower among Asian/Pacific Islander patients.
Gallup CO2 Results for System

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:

“The survey helps to create open lines of communication throughout our department, which increases clinical excellence.”

Over the past eight years, Florida Hospital’s goal is to continually increase our Gallup question CO2 score. The score of 3.78 in 2003 has consistently increased to a score of 4.35 in 2010.
Leadership Performance Evaluation

Florida Hospital continues to include diversity as a component of the Team Builder category of its Leadership Performance Review. The section of the review containing the diversity competency appears below:

<table>
<thead>
<tr>
<th>Rating</th>
<th>Validation</th>
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<tbody>
<tr>
<td>1 2 3 4</td>
<td>Answer questions or add remarks as needed</td>
</tr>
</tbody>
</table>

As vacancies occur, do you intentionally search for candidates from racial and gender minorities? Y_____ N______

Score on Gallup C20: “prepared...diversity”______

Values and promotes a diverse staff
Diversity and Inclusion Training

2010 Statistics:

We taught 111 diversity courses,

with 2,598 employees in attendance.

Averaging a 4.6 (on a 5.0 scale) course evaluation score.

Diversity and Inclusion Courses

We are proud to offer the following educational courses to all Florida Hospital staff:

- Diversity 100*
- Diversity 202*
- Aging Diversity
- Cross-cultural Communication
- Cultivating Compassion in the Workplace
- Cultural Diversity and the Grief Response
- Disability Awareness
- Cultural Diversity and Palliative Care
- 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
- Racism Awareness II
- The Power of Mentoring (Diversity Emphasis)
- 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

Coming soon in 2011:

- Compassionate Care for the Transgender Patient
- Focusing on the Heart of Religion and Spirituality
- Graduate Medical Orientation (Diversity Presentation)
- New Nursing Orientation (Diversity Presentation)
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 2010

Jean Aldridge
Manager, Interpreter Services

2010 Statistics:
8,559 hours of ASL interpretation
18,607 hours of face-to-face interpretation for non-English spoken languages
112,067 minutes of over-the-phone interpretation
100 pages of documents translated
Volunteer Services

Florida Hospital’s Volunteer Services Program started in 1957 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.

Currently, there are 2,937 volunteers at our eight Florida Hospital campuses, ranging in age from 15 to 103. In 2010, our volunteers worked 312,000 hours, equaling 150 full-time equivalents (FTEs).

Volunteer Spotlight: Ann Phillips

Elizabeth “Ann” Phillips started volunteering at Winter Park Memorial Hospital in 1973. To date, she has contributed 11,927 volunteer hours to Florida Hospital. In 1991, she was nominated for the prestigious district Point of Light award because she has been one of the most dependable volunteers during the many years she has served.

Phillips is known to be a “hands-on” Auxilian, as she takes on jobs that no one else wants and does them well. She has worked in various areas of the hospital, such as reception, the thrift shop and the pharmacy. Phillips has also held several offices in the Auxiliary, and during her tenure as president, the hospital was awarded the Master Auxiliary Award from the Association of Florida Hospital Auxiliaries (AFHA) for the second time. She was instrumental in the donation of one of the Auxiliary’s largest gifts to the hospital.

In 1994, Phillips became president of the AFHA. Today, she continues to volunteer at Winter Park Memorial Hospital on Tuesdays and Thursdays, as well as several other community organizations. She enjoys spending time with her daughter and new grandson.

2010 Statistics:

2,937 volunteers on 8 campuses

15 to 103 years of age

312,000 service hours completed = 150 FTEs
Community Involvement

Each year during Focus Week (Florida Hospital’s budget planning time), all departments are asked to fill out a diversity and inclusion plan. This plan outlines activities focusing around the four categories of our diversity model:

1. Expanding diverse leadership teams
2. Strengthening workforce diversity
3. Providing culturally proficient care
4. Engaging a diverse community

These four categories continue to serve as this year’s diversity goals for all departments.

Kathy Grace Honored at Embracing Inclusion Event

The Third Annual Embracing Inclusion event was held at the Florida Hospital Seventh-day Adventist Church on Saturday, February 20, 2010. Pastor Andy McDonald and the Florida Hospital Church family graciously hosted again this year.

Benjamin Reaves, DMin, Vice President of Adventist Health System’s Mission and Ministries, was the guest speaker for the event. He dynamically addressed the subject of love found in 1 Corinthians 13:4-7 and its connection to the message of diversity and inclusion. Sheryl Dodds, Chief People Officer, introduced Dr. Reaves and also presented him with the Third Annual Inclusion Service Award. Louis Preston, Diversity Director, and Aurora Realin, Diversity Manager, presented the first-ever Diversity Ambassador of the Year award to Kathy Grace, RN, MSA, chief nursing officer at Florida Hospital East Orlando. Grace was surprised to receive the award and mentioned in her response that she has simply been doing what God would want her to be doing.

David Banks, SVP/Orlando campus administrator, was also awarded the Honorary Inclusion Service and Diversity Ambassador award. David Banks was recognizes for his leadership as the first-ever diversity executive sponsor at Florida Hospital.
Florida Hospital East Orlando has been very active since 2009 in the development and implementation of a special program designed to enhance current hospital Patient Experience initiatives by addressing Hispanic patient needs in a culturally relevant way. Why? Currently, more than 40 percent of all East Orlando patients are Hispanic, and the Hispanic population is expected to grow 30.5% from 2008 within the campus’ Primary Service Area versus 3.3% growth within the non-Hispanic community. Within Florida Hospital East Orlando’s Target Service Area, the Hispanic population is expected to grow at a faster pace of +40.4% from 2008 to 2013 versus 12.1% within the non-Hispanic population.

In 2010, Florida Hospital East Orlando partnered with Diversity and Inclusion and others, to implement the Hispanic Patient Experience Project, a customized cultural competency program designed to enhance the Patient Experience by infusing it with cultural relevance to build trust, create a sense of belonging and deliver hope to the Hispanic community. The primary goals of HoPE are to develop a relationship with the Hispanic community and become their hospital family, and to also equip and empower health care staff to better understand and communicate with Hispanic patients.

The following program elements have allowed Florida Hospital East Orlando to successfully reach its Hispanic Patient Experience/HoPE goals in its pursuit to offer a meaningful patient experience at every level.

- Training/workshops
- Community education through Hispanic media
- Five-part cultural competency video series
- HoPE express reference cards for staff
- Spanish pronunciation YouTube® clips
- HoPE Matters staff newsletter
- Occupational Spanish lessons

HoPE’s success at Florida Hospital East Orlando has been phenomenal. In its first three-month trial, Hispanic-specific patient satisfaction was documented through 94 percent positive comments from the subsequent Press Ganey survey. Hispanic patients who encountered the emergency department greeter who was assigned to the waiting area to increase points of contact with waiting family members were 98 percent more likely to recommend Florida Hospital East Orlando to their peers. The use of Interpreter Services increased 25 percent, and Florida Hospital East Orlando was the first campus to implement video interpretation computer software that provides face-to-face access to a live interpreter from a computer monitor. Florida Hospital East Orlando also created a Spanish-language landing page on its website, which received 519 visits in the first quarter of 2011 when it was launched. Search engine Google® has ranked Florida Hospital East Orlando as the number-one Spanish-speaking hospital in Orlando, and through extensive Hispanic media activity (radio and print), Florida Hospital East Orlando has garnered more than 778,500 media impressions. Radio interviews with Florida Hospital East Orlando specialists resulted in benefits to their medical practices by securing upwards of 70 percent of their patients from the Hispanic segment.

When comparing quarter to quarter, overall Hispanic volume for Florida Hospital East Orlando grew from 2009 to 2010 as described below:

- Inpatient 25.2% Growth
- Outpatient 12.1% Growth
- Emergency Department
In 2009, we began to meet with each campus to establish their Diversity Advisory Councils. The purpose of establishing a Diversity Advisory Council at each campus is three-fold:

- Each campus has their own unique sub-culture, needs and challenges
- More senior leadership involvement
- More diversity and inclusion information shared across campuses

Each campus will create their own charter, and conduct their own assessments, goals and objectives for their diversity and inclusion initiatives. These strategic plans will chart positive outcomes in the following areas:

- Expanding diverse leadership teams
- Strengthening workforce diversity
- Providing culturally proficient care
- Engaging a diverse community

The HRSA Division of Nursing awarded Florida Hospital College of Health Sciences (FHCHS) Nursing Anesthesia department a $940,000 grant with the objective of increasing the number and diversity of nurse anesthetists, and expanding culturally-competent nurse anesthesia care. Partnership with Florida Hospital’s Diversity and Inclusion department was included in the grant proposal, which contributed to the strength of the grant application and receipt of the award.

One of the project goals was to develop continuing education modules for nurse anesthetists that dealt with providing culturally-competent nurse anesthesia care to Filipino American patients, and culturally-competent didactic and clinical instruction to Hispanic American nurse anesthesia students. FHCHS then requested the consulting services of Florida Hospital’s Diversity and Inclusion department (FHDI) to provide expertise and oversight using the LEAD model in the development of these modules. The modules have been completed, and will be housed on the eLearning site of the American Association of Nurse Anesthetists (AANA) - their national professional organization (eLearning is the online CE program on the AANA). FHDI generated revenue of $12,000 released in quarterly increments over a one-year consulting period for this project.
Supplier Diversity

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 Florida Minority Supplier Diversity Council (FMSDC). FMSDC provides a direct link between corporate America and minority-owned business enterprises. FMSDC is a corporate member organization, with a primary objective of helping corporations with their supplier diversity efforts.
Adventist Health System's Annual Diversity Spend-$37,716,556

*Please note that in 2009 data was added from Owens & Minor and Medline.

Florida Hospital Diversity Spend by Category and Sub-Category-$26,262,848

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<tr>
<td></td>
<td>Hispanic American</td>
<td>$96,419</td>
<td>0.4%</td>
</tr>
<tr>
<td></td>
<td>Hispanic American Male</td>
<td>$418,088</td>
<td>1.6%</td>
</tr>
<tr>
<td></td>
<td>Indian American</td>
<td>$310</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>No Sub-Category</td>
<td>$18,857</td>
<td>0.1%</td>
</tr>
<tr>
<td>Minority Owned Total</td>
<td></td>
<td>$4,204,674</td>
<td>16.4%</td>
</tr>
<tr>
<td>Small Business</td>
<td>No Sub-Category</td>
<td>$17,205,811</td>
<td>67.3%</td>
</tr>
<tr>
<td>Small Business Total</td>
<td></td>
<td>$17,205,811</td>
<td>67.3%</td>
</tr>
<tr>
<td>Veteran Owned</td>
<td>No Sub-Category</td>
<td>$420,665</td>
<td>1.6%</td>
</tr>
<tr>
<td>Veteran Owned Total</td>
<td></td>
<td>$420,665</td>
<td>1.6%</td>
</tr>
<tr>
<td>Women Owned</td>
<td>Asian-Indian American Female</td>
<td>$15,635</td>
<td>0.1%</td>
</tr>
<tr>
<td></td>
<td>Asian-Pacific American Female</td>
<td>$11,165</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>Black or African-American Female</td>
<td>$96,600</td>
<td>0.4%</td>
</tr>
<tr>
<td></td>
<td>Hispanic American Female</td>
<td>$16,251</td>
<td>0.1%</td>
</tr>
<tr>
<td></td>
<td>No Sub-Category</td>
<td>$3,608,770</td>
<td>14.1%</td>
</tr>
<tr>
<td>Women Owned Total</td>
<td></td>
<td>$3,748,421</td>
<td>14.7%</td>
</tr>
</tbody>
</table>

*Please note that these percentages do not include US Foods and Medline, which made up $156,478 and $526,799 of our diversity spend in 2010.
In December 2009, the Office of Diversity and Inclusion led an initiative to engage Florida Hospital employees. This process involved the development of a scientifically valid Inclusion Survey process for assessing the organization’s responsiveness and whether employees feel they belong there. The Inclusion survey was disseminated in December 2009, both on the FH Intranet and in a paper and pen format. Data from 2942 surveys was analyzed. A summary of responses to the four questions included on the survey are shown below. Blue bars indicate favorable/positive responses, red bars indicate that the respondents were unsure (of Florida Hospital’s position, practice or response) and teal bars represent unfavorable or negative responses.

“

“A culture of inclusion enhances organizational effectiveness and allows the organization to capitalize on the talents of its workforce and better represent the community it serves.”

(A World of Difference Institute, 2009)

1. How often have you experienced discrimination based on . . . ?

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sexual Orientation</td>
<td>Often</td>
</tr>
<tr>
<td>Religion</td>
<td>Not Sure</td>
</tr>
<tr>
<td>Race/Ethnicity</td>
<td>Often</td>
</tr>
<tr>
<td>Language</td>
<td>Not Often</td>
</tr>
<tr>
<td>Gender</td>
<td>Often</td>
</tr>
<tr>
<td>Disability</td>
<td>Not Often</td>
</tr>
<tr>
<td>Culture</td>
<td>Often</td>
</tr>
<tr>
<td>Appearance</td>
<td>Not Often</td>
</tr>
<tr>
<td>Age</td>
<td>Often</td>
</tr>
<tr>
<td>Appearance</td>
<td>Not Often</td>
</tr>
<tr>
<td>Culture</td>
<td>Often</td>
</tr>
<tr>
<td>Disability</td>
<td>Not Often</td>
</tr>
<tr>
<td>Education</td>
<td>Often</td>
</tr>
<tr>
<td>Gender</td>
<td>Not Often</td>
</tr>
<tr>
<td>Language</td>
<td>Often</td>
</tr>
<tr>
<td>Race/Ethnicity</td>
<td>Not Often</td>
</tr>
<tr>
<td>Religion</td>
<td>Often</td>
</tr>
<tr>
<td>Sexual Orientation</td>
<td>Often</td>
</tr>
</tbody>
</table>

Figure 1: Employees experiences with discrimination
2. How much respect do you feel for background and cultural differences?
   a. To what extent do you feel people from all backgrounds are treated fairly in your immediate work area?
   b. To what extent do you feel the department leadership in your workplace respects cultural differences among its staff?
   c. To what extent do you feel the organization as a whole respects cultural differences among its staff?

   ![Figure 2: Level of Respect Felt by Employees](image)

3. My organization adequately addresses incidents that may include discrimination based on:
   a. Sexual Orientation
   b. Religion
   c. Race/Ethnicity
   d. Language
   e. Gender
   f. Education
   g. Disability
   h. Culture
   i. Appearance
   j. Age

   ![Figure 3: Employees' perception that Florida Hospital adequately responds to discrimination](image)
4. My organization is a place where it is difficult for people to fit in because of their:

a. Sexual Orientation
b. Religion
c. Race/Ethnicity
d. Language
e. Gender
f. Education
g. Disability
h. Culture
i. Appearance
j. Age

Figure 4: Employees perception of how difficult it is to fit in

Findings

While it is recognized that this survey represents a snapshot in time, this study was an important one, and reaffirms Florida Hospital’s commitment to create an environment where diversity and inclusion is both valued and respected. Of the individuals who responded to the survey (n=2942), an overall average of:

- 86% stated that they had not experienced discrimination based on sexual orientation, religion, race/ethnicity, language, gender, education, disability, culture, appearance or age
- 75% indicated that they feel that people from all backgrounds are treated fairly in their immediate work area
- 77.5% feel that the department leadership respects cultural differences among its staff
- 77% feel that the organization as a whole respects cultural differences among its staff
• 55% feel that the organization adequately addresses incidents that may include discrimination based on sexual orientation, religion, race/ethnicity, language, gender, education, disability, culture, appearance or age, and only

• 10% feel that the organization is a difficult place for people to fit in based on their sexual orientation, religion, race/ethnicity, language, gender, education, disability, culture, appearance or age.

It is important to note that many people responded in the midpoint. For instance, while only 55% of respondents across the system indicated that the system adequately addresses incidents that may include discrimination based on the 10 specified factors, 29% indicated that they were unsure. In addition, 9% responded that they were not sure if the organization leadership or the organization on the whole respects cultural differences among its staff, and 15% were unsure if the organization was a difficult place to fit in. Midpoint and unfavorable responses indicate an opportunity for improvement. The results of the survey suggest that a multipronged response may be necessary to continue to advance cultural competence within the organization. As such the department of Inclusion and Diversity will continue to work strategically to address the identified needs.