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, 33 outpatient facilities, and 20 Centra Care urgent care locations. With more than 18,000 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.
- **MAGNET RECOGNITION.** The American Nurses Credentialing Center (ANCC) has officially named the Walt Disney Pavilion at Florida Hospital for Children as a recipient of Magnet® recognition status, which recognizes hospitals for excellence in nursing. The Walt Disney Pavilion at Florida Hospital for Children is the only children’s hospital in Central Florida to receive this prestigious recognition. Only seven percent of the nation’s hospitals have received this designation.
- **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.
- **BEACON AWARDS FOR DIVERSITY.** Florida Hospital received two Beacon Awards during the second Annual Beacon Awards: Celebrating Diversity in Greater Orlando’s Workforce event. Florida Hospital won the top award for Corporate Advocate, and Rich Morrison of Florida Hospital won the top award for Individual Advocate. (2007).
Much has been said and written concerning the importance of diversity and inclusion in our American culture. Diversity considerations provoked the Revolutionary War, and influenced the nature and content of our United States Constitution.

It is well understood that people and organizations thrive when they are inclusive of diverse cultures, backgrounds and opinions. There is a clear goal of a business and social case for an inclusive approach to diversity. Why? Because once a goal is set and committed to, the differences on any team become secondary to the effort to meet the goal. The goal creates a "kinship group"; therefore, we have made diversity and inclusion an active goal for Florida Hospital. Here we find the model and goal housed within the context of our mission statement; “To extend the healing ministry of Christ.” This is the most profound model ever demonstrated, and the most important goal ever bequeathed to mankind.

As a global pacesetter, Florida Hospital is 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 innovation, standards of care, and also in diversity, inclusion and cultural competence. We offer nearly thirty courses to facilitate our employees’ growth in this area. We have also commissioned diversity audits and research studies where it is possible to measure for success to apply processes to impact our metrics and achieve positive outcomes.

I hope that as you read this report, you are both inspired by our accomplishments and challenged to push farther in diversity and inclusion. Thank you for your active involvement in this important aspect of Florida Hospital’s mission.

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

Letter from the President and CEO
The people of Florida Hospital are the hands, feet and heart of Jesus Christ. Our employees’ first and second jobs are to, with each patient encounter; carry out our mission statement, “To Extend the healing ministry of Christ,” for every person, every time.

At this hospital, we consider our people one of our greatest assets. The multiple talents and professionalism of our 18,000 plus employees have propelled us to be identified by the U.S. News and World Report as one of the best hospitals in the country. Two of the many factors contributing to this positive branding are that the greater portion of our employees have sincerely accepted and enacted upon our mission statement – “To Extend the healing ministry of Christ.” Secondly is our continued desire to best engage each employee to feel valued, affirmed and appreciated regardless of their culture, gender or religious backgrounds. This permits each to reach his or her full potential and bring one’s “best self” to work.

We have been on a journey for the past ten years to better understand and educate concerning diversity and inclusion. The journey began by building the right team to provide the established practices that align with the principles set forth by our mission. This 2012 Annual Report gives evidence of learning that has led to changes and a greater understanding of the concepts of diversity and inclusion. May we ever be challenged to fully understand and embrace a sincere application of diversity and inclusion at Florida Hospital.

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 within 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, 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 4.39 in 2012. 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.

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 Collegedale, Tennessee. She also holds a certificate in diversity management in health care from Simmons College, Boston, Massachusetts.

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. To date, this document has been reviewed and accessed more than 50,000 times. Because of the numerous suggestions received and the success of the second edition, she served as general editor of the newly revised and expanded third edition, A Desk Reference to Personalizing Patient Care, released in April 2012.

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.
When Andrea Romero was just nine years old, her two sisters, her mother and father set out on a grand adventure, leaving the country of Chile for the United States to seek a new life. Adjusting to the American culture and the English language was extremely difficult for her. On her first day of school, she was expected to understand the teacher and get good grades, even though she didn’t speak one word of the language.

Those first years in the United States set the foundation for her role at Florida Hospital as the manager of Interpreter Services. Having firsthand knowledge of the benefits that an interpreter provides gives her the compassion and drive to fulfill the department’s mission. After graduating from La Sierra University in Riverside, California, in 2004 with a bachelor’s degree in business administration, she began her career at Florida Hospital in the Human Resources Department. In 2010, Romero accepted the role as manager of the Interpreter Services team.

Andrea Romero, BA
Manager, Interpreter Services

Born in Puerto Rico, Torres’ family moved to Florida when he was 11 years old. Adjusting to the American culture was challenging; however, his bicultural background allowed him to be more understanding of cultural differences and help others assimilate. In 2004, he became a qualified community interpreter and a trainer for other interpreters. He volunteered his linguistic skills to small clinics, hospitals and local churches to develop skills and acquire experience in the field. In 2010, Torres became a medical interpreter and joined the Interpreter Services Department. Currently, Torres is the supervisor in the department and has been with Florida Hospital for 11 years.

Jorge Torres
Supervisor, Interpreter Services

Before Aldridge was delivered by her “Dr. Dad,” her parents, both missionary physicians, traveled overseas to Malawi, Africa, to serve at Malamulo Mission Hospital, and later, started Blantyre Adventist Hospital. From birth, Aldridge was exposed to a world of diversity and was raised to extend the healing ministry of Christ to others. She is now happily serving overseas once again, with her husband Rick, who is the director of Chaplaincy Services for the two Adventist hospitals in Hong Kong, China. They have two adult sons – Andrew, who just graduated from Southern Adventist University this past May, and Richard, who will graduate in December of 2014.

Aldridge holds a bachelor’s degree in nursing from Andrews University and is a licensed registered nurse in Florida. She also has a master’s degree in counseling psychology from Palm Beach Atlantic University in West Palm Beach, Florida. She developed and has been with Florida Hospital Interpreter Services since its inception in 2004. Having been with Florida Hospital for 15 years, first as the supervisor of Guest Services and later in Interpreter Services, Aldridge says she has always felt the most “at home” working with and for the Diversity and Inclusion team. “I feel like I belong here and that I was born for this,” she says, “and I am so grateful for the opportunity to continue to be an engaged and active member of this amazing and diverse team.”

Jean Aldridge, BSN, RN, MS, RMHCI
Coordinator, Interpreter Services

Born in Chicago, Sandy Campillo-Santos was raised by Cuban immigrant parents who valued a life of opportunity for their three children. She attended Adventist schools from elementary to college and received her bachelor of arts degree in business administration from Andrews University in 1992.

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.

Jean Aldridge, BSN, RN, MS, RMHCI
Coordinator, Interpreter Services

Sandy Campillo-Santos, BS
Coordinator, Diversity and Inclusion
Diversity and Inclusion Goals

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.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Results/Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXPANDING DIVERSE LEADERSHIP TEAMS</td>
<td>Improve percentage of minority/diverse leaders</td>
</tr>
<tr>
<td>STRENGTHENING WORKFORCE DIVERSITY</td>
<td>Enhancing employee engagement via Gallup CO2 and other</td>
</tr>
<tr>
<td>PROVIDING CULTURALLY PROFICIENT CARE</td>
<td>Improve patient satisfaction score via Gallup Q3, Q4 and other</td>
</tr>
<tr>
<td>REDUCING CLINICAL DISPARITIES</td>
<td>Reduce clinical disparities, if any</td>
</tr>
<tr>
<td>ENGAGING A DIVERSE COMMUNITY</td>
<td>Improve Florida Hospital involvement and improve community perception</td>
</tr>
</tbody>
</table>

As defined by the American Hospital Association Template Florida Hospital Scorecard

We must care for the people who care, so the people who care, will care!
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

By Race

<table>
<thead>
<tr>
<th>Race</th>
<th>Total Population</th>
<th>Staff (Non-leadership)</th>
<th>Leadership (Grade 70+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>50.7%</td>
<td>49.8%</td>
<td>79.1%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>19.0%</td>
<td>19.4%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>11.1%</td>
<td>10.3%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Asian and Pacific Islander</td>
<td>4.4%</td>
<td>2.0%</td>
<td>7.4%</td>
</tr>
<tr>
<td>American Indian or Alaska Native</td>
<td>0.9%</td>
<td>0.6%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Multiracial (two or more races)</td>
<td>2.0%</td>
<td>2.0%</td>
<td>0.9%</td>
</tr>
</tbody>
</table>

By Age

- 3.7% 65 years or older
- 20% 16-29 years old
- 24% 30-39 years old
- 24.4% 40-49 years old
- 27.9% 50-64 years old

By Gender

- 25.6% Male
- 74.4% Female
Communities Served by Florida Hospital

<table>
<thead>
<tr>
<th>County</th>
<th>White (%)</th>
<th>Black or African American (%)</th>
<th>Hispanic or Latino (%)</th>
<th>Asian and Pacific Islander (%)</th>
<th>American Indian or Alaska Native (%)</th>
<th>Multiracial (two or more races) (%)</th>
<th>Unknown (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orange County</td>
<td>44.6%</td>
<td>28.1%</td>
<td>5.2%</td>
<td>0.2%</td>
<td>1.9%</td>
<td>0.6%</td>
<td></td>
</tr>
<tr>
<td>Seminole County</td>
<td>64.9%</td>
<td>11.0%</td>
<td>3.9%</td>
<td>0.2%</td>
<td>1.9%</td>
<td>0.3%</td>
<td></td>
</tr>
<tr>
<td>Osceola County</td>
<td>37.4%</td>
<td>17.8%</td>
<td>3.9%</td>
<td>0.2%</td>
<td>1.9%</td>
<td>0.3%</td>
<td></td>
</tr>
<tr>
<td>Volusia County</td>
<td>74.4%</td>
<td>9.4%</td>
<td>48.0%</td>
<td>2.9%</td>
<td>0.2%</td>
<td>1.6%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Lake County</td>
<td>73.3%</td>
<td>9.4%</td>
<td>13.1%</td>
<td>1.9%</td>
<td>0.3%</td>
<td>1.6%</td>
<td>0.4%</td>
</tr>
</tbody>
</table>
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.
Florida Hospital REACH

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.

- **Participants per session:** Average of 15 participants, with a total of 75 leaders who have participated in the program
- **Selection criteria:** Nominated by senior leaders and approved by the Leadership Development Council
- **Program length:** 24 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
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.

Michael C. Wood
Director, AHS Leadership Development

14
I was born and raised in Massachusetts, and spent my childhood years making friends and establishing relationships with people from different parts of the world. My father is a pastor of multicultural churches, so I spent many years in many different states, including Berrien Springs, Michigan, at Andrews University, which allowed me to meet new people and learn cultural differences. During my teenage years, my father took a call to Modesto, California where I attended Modesto Adventist Academy for three years before I decided to complete my high school education at Pine Forge Academy in Pine Forge, Pennsylvania. After high school, I attended Oakwood University in Huntsville, AL, where I received my bachelors in Health Care Administration. I cherish each moment of my life spent in Massachusetts, Michigan, California, Pennsylvania and Alabama. I was able to learn a lot about cultural diversity, values, and beliefs and how they personally shape each individual. Every school, friend, teacher, mentor that I came in contact with during my younger years has set the foundation for my adulthood.

One of the greatest blessings for me came in the form of an internship to work for Adventist Health System in the Midwest Region as a Human Resources intern. There, I learned about the human side to business and health care and developed a passion to contribute to the mission of the organization through employee services and care. I found out that as essential as it was to give quality care to the patients, strategically plan, and to monitor funds to grow a business in healthcare, it was just as essential to listen to the needs and concerns of each employee, and hire employees that could extend the mission of the organization.

It was a great honor to be selected into the Human Resources Management Residency Program. My desire is to find a way to contribute to the strategic planning of employee related functions within my career. The resident rotations have allowed me to have hands on experience in each function of Human Resources, thus, presenting me with the opportunity to learn from leaders and employees that have dedicated their lives to the mission of an amazing organization.

I believe that God orchestrates each moment of our lives to shape us into the people that He needs us to be. Within our cultural diversity, professional specializations or qualifications, He gives us the tools and skills to operate as He guides us along the way. The mission and vision of Adventist Health System is a constant reminder of God’s hand within the healthcare ministry. I believe that our healthcare ministry is enriched by unique cultural differences, and can enhance what we may believe that we are qualified to do. God has presented us with the tools and skills to extend His ministry and to minister to the lives of our patients, employees and communities.
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.

In 2012, we recruited 318 new employees from various countries to serve as nurses, medical technologists, pharmacists, physical therapists, information technologists, physicians, fellows, medical residents and researchers. We also recruited employees to serve in our finance and pastoral care departments.
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.

Overall Patient Satisfaction by Race (HCAHPS)

<table>
<thead>
<tr>
<th>Race/origin</th>
<th>Willingness to Recommend</th>
<th>Overall Hospital Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>76%</td>
<td>72%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>78%</td>
<td>75%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>84%</td>
<td>81%</td>
</tr>
<tr>
<td>Asian</td>
<td>72%</td>
<td>70%</td>
</tr>
<tr>
<td>Other*</td>
<td>72%</td>
<td>72%</td>
</tr>
</tbody>
</table>

Sample size: 18,414 (Asian: 240, Black or African American: 1,620, Hispanic or Latino: 1,266, White: 15,543, Other: 1,011)

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

Sample size: 4,397 (White: 2,650, Black: 459, White Hispanic: 898, Asian/Pacific Islander: 62, Other**:328)

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

Ambulatory Surgery Patient Satisfaction by Race (Press Ganey)

Sample size: 1197 (White: 821, Black: 79, White Hispanic: 182, Asian/Pacific Islander: 14, Other***:115)

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

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

Over the past 10 years, Florida Hospital’s Gallup question CO2 has continued to improve from an average of 3.78 in 2003 to 4.39 in 2012 (scores based on a 5.0 scale).

Gallup Question CO2

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>3.78</td>
</tr>
<tr>
<td>2004</td>
<td>4.03</td>
</tr>
<tr>
<td>2005</td>
<td>4.09</td>
</tr>
<tr>
<td>2006</td>
<td>4.11</td>
</tr>
<tr>
<td>2007</td>
<td>4.14</td>
</tr>
<tr>
<td>2008</td>
<td>4.20</td>
</tr>
<tr>
<td>2009</td>
<td>4.25</td>
</tr>
<tr>
<td>2010</td>
<td>4.35</td>
</tr>
<tr>
<td>2011</td>
<td>4.40</td>
</tr>
<tr>
<td>2012</td>
<td>4.39</td>
</tr>
</tbody>
</table>
Leadership Performance Evaluation

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:

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

**TEAM BUILDER**

b. Values and promotes a diverse staff

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

Score on Gallup C20: “prepared...diversity”______
In 2012, the Interpreter Services Department committed to consistently providing access to medically trained interpreters for our health care providers to assist in patient communication and fulfill our mission. Interpretation Services functions as a practical-application module in the overall Diversity and Inclusion Program. Diversity can be relatively philosophical; however, speaking another person’s language is very practical. The focus is on expediting access to qualified medical interpreters in three modes: in person, over the phone and via video remote.

**In-Person Interpreters:**

A staff of Spanish medical interpreters, in conjunction with local-area agency interpreters, provided more than 47,000 hours of interpretation services to our limited English proficient (LEP) patients. The languages interpreted include American sign language (ASL), Spanish sign language, tactile interpreters and non-English-spoken languages.

This year, interpreters gave back to our local and global communities in many different ways. Interpreter Services staff shared their talents around the world by participating in the SHARES International Program, which sends volunteers to selected cities in Latin America to provide reconstructive surgery to children suffering from the physical and emotional distress caused by facial deformities. SHARES International has helped alleviate the suffering of more than 2,400 children with cleft lips and/or palates. Everyone from Interpreter Services who participated in the program had a part in changing a family’s life, as well as their own.

Spanish-speaking Interpreter Services staff also worked with TransLife to facilitate correspondence between donor families and the transplant recipients, as well as provide grief literature and referrals to bereavement support services. Because of their help, TransLife was able to effectively communicate with its Latino community. Erin Bacheldor, TransLife coordinator, says, “During the grieving process, it is so important to communicate in the language with which the family is comfortable, even if they do speak and understand some English. When emotions are involved, it is best to put the family first and ensure they’re comfortable with the language spoken. The interpreters are professional, maintain confidentiality and truly care.”

**Over-the-Phone Interpreters:**

One of the fastest and most convenient ways to contact a qualified medical interpreter is via telephone. With the help of Cyracom, we can access interpreters in more than 200 languages, with an average connect time of nine seconds. In addition, a health care provider at Florida Hospital can contact an interpreter from any hospital phone by dialing a direct extension, as well as via pre-programmed dual-handset phones (corded or cordless telephone equipment).

Florida Hospital and Cyracom conducted a case study titled “Language Services: The Cornerstone of Diversity and Inclusion.” On September 27, 2012, Louis Preston, director of Diversity and Inclusion, and Andrea Romero, manager for Interpreter Services, conducted a seminar for the American Hospital Association (AHA) on the same subject. More than 600 participants logged in to hear about the work of the Interpreter Services and Diversity and Inclusion departments.
Video Remote Interpreters:
Video-remote interpretation (VRI) provides immediate access to live, qualified ASL interpreters, as well as the most frequently encountered non-English-spoken languages, using speaker phones and existing laptop computers equipped with small webcams.

Top Five Languages Requested in 2012:
- Spanish
- Haitian Creole
- Portuguese
- Arabic
- Vietnamese

2012 Statistics:
- Hours of ASL interpretation: 12,000
- Hours of face-to-face interpretation for non-English spoken languages: 35,000
- Minutes of over-the-phone interpretation: 190,000
- Minutes of video remote interpretation: 3,200
- Documents translated: 300 pages (500 words/page)
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
- Cultural Competence in Health Care
- Disability Awareness
- From Micro-inequities to Micro-affirmations
- Gender Diversity
- Generations at Work
- Getting to Know Generation Y
- Harrassment 2.0
- 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
- Religion and Spirituality in the Workplace
- The Power of Mentoring (Diversity Emphasis)
- New Employee Experience (Diversity Presentation)
- New Leader Experience (Diversity Presentation)
- New Nurses Orientation (Diversity Presentation)
- New International Nurses Orientation (Diversity Presentation)
- Graduate Medical Education Orientation (Diversity Presentation)
- Specialized Diversity Courses for Departments (15 business days)

*Core Courses

2012 Statistics:

Diversity courses: 101
Employees in attendance: 5,481
Average course evaluation score: 4.87 (on a 5.0 scale)

Coming soon in 2013:

- Physician Residents Orientation
- Gateways to Inclusion
When you think of therapy within a hospital environment, you tend to think of physical therapy, drug therapy and even occupational therapy. Another kind of therapy that is gaining ground and becoming more commonplace is pet therapy, where trained handlers use animals such as dogs to promote health and healing.

Pet therapy can be used with persons of any age, from children to senior citizens, and the benefits can be physical, mental and emotional. Clinical studies have shown that within minutes of petting a dog, humans experience a significant drop in blood pressure and a massive release of “feel-good” hormones like prolactin, phenylethylamine and oxytocin. Medical texts suggest that increased levels of these hormones help us feel happier and more trusting, which can positively affect the body’s ability to heal.

Florida Hospital leads the way in the Orlando market by utilizing pet therapy teams to complement the care of our patients. From a tiny maltese named “Angel” to giant “Robear,” the standard poodle and breeds of all sizes in between, our Happy Tails Pet Therapy teams visit each of our eight hospitals on any given day of the week, bringing smiles and happiness to everyone they encounter.

Pet therapy has been part of the Volunteer Services organization since 2003, and in 2012, we had 34 pairs of registered pet therapy partners. All of the dogs are trained and registered by independent organizations, such as the Delta Society, Therapy Dogs, Inc. and the ASPCA, certifying that they have the skills and temperament to interact safely with people in health care settings. The dogs are not fazed by wheelchairs, IV poles or even beds being wheeled in the hallways.

Our patients report reduced emotional and physical pain, boredom and anxiety during their stay after receiving a pet therapy visit. For other patients who may be missing their own family pets, a visit can bring comfort and love that only an animal can provide. Visits also brighten the day of our staff by bringing a welcome bit of levity to the day.
Lawrence Geraty, PhD

Florida Hospital Celebrates 5th Annual Inclusion Sabbath

Lawrence T. Geraty, who spoke for the 2012 Inclusion weekend at Florida Hospital, is President Emeritus of La Sierra University in Riverside, CA., perhaps the most multicultural university in the Seventh-day Adventist system of higher education, world-wide. Geraty grew up the son of missionary-education parents in China during World War II, and then, when the Communists took over there, he moved with his family to Lebanon where he spent his teenage years. There he developed an interest in archaeology and history which culminated in a PhD at Harvard University in Hebrew Bible and Syro-Palestinian Archaeology. For 13 years after that he taught at the SDA Seminary of Andrews University in MI, organizing archaeological expeditions to Jordan, followed by 8 years as president of Atlantic Union College, before serving La Sierra University as president for 14 years. In retirement he continues to assist the University as Executive Director of its Foundation while volunteering as chair of several boards and societies that serve the community and the church. He is known for his life-long commitment to inclusion, including people of color, women, gays, and people with diverse views.

More than 1,000 people attended the Fifth Annual Embracing Inclusion event held at the Florida Hospital Seventh-day Adventist Church on Saturday, February 9, 2012. Thanks to Pastor Andy McDonald and the Florida Hospital Church family for continuing to be gracious hosts for the fifth year in a row. Lawrence Geraty, PhD, president-emeritus of La Sierra University, was the guest speaker for the event. His sermon for the day was entitled: “Embracing Inclusion: Do I fit into Christ’s body?” based on 1 Corinthians 12:12-18. Lars Houmann, president and chief executive officer, introduced Dr. Geraty and also presented him with the Fifth Annual Inclusion Service Award. Louis Preston, Diversity and Inclusion director, honored Carl Minear, administrative director of Florida Hospital’s Management Information Systems technology infrastructure, with the Diversity Ambassador Award. The service was followed by a church-wide multicultural celebration.

Florida Hospital is very interested in contributing to the communities we serve. We partner with and donate money and time to various community organizations. In 2012, employees donated 10,307 pounds of food to the Second Harvest Food Bank and collected 2,474 backpacks for kids in area schools.

Florida Hospital publishes a Community Benefits Report every year. The 2012 report, entitled “Florida Hospital Cares: Sowing Seeds of Hope,” is available to view at https://www.floridahospital.com/about/community-benefit-report.
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 through www.FloridaHospitalPublishing.com, and www.Amazon.com. For bulk special pricing, contact your Florida Hospital Publishing via email at HealthProducts@FLHosp.org or call (407) 303-1929.
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.

2012 Adventist Health System (AHS) Annual Diversity Spend

* Please note that the 2009 and 2010 figures were revised to only include 1% of Suture Express’ total spend.
* 2012 data shows significant increase due to receipt of better, more complete information. More sources for diversity vendor lists were also discovered.
* 2012 data excludes Medline as a vendor source for all facilities.
## 2012 Florida Hospital Diversity Spend by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Sub-Category</th>
<th>Total Spend</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minority Owned</td>
<td>Asian-Indian American</td>
<td>$2,400</td>
<td>0.01%</td>
</tr>
<tr>
<td></td>
<td>Asian-Indian American Male</td>
<td>$44,374</td>
<td>0.19%</td>
</tr>
<tr>
<td></td>
<td>Asian Indian or Asian-Pacific American</td>
<td>$6,765</td>
<td>0.03%</td>
</tr>
<tr>
<td></td>
<td>Asian-Pacific American</td>
<td>$486,212</td>
<td>2.05%</td>
</tr>
<tr>
<td></td>
<td>Asian-Pacific American Male</td>
<td>$37,127</td>
<td>0.16%</td>
</tr>
<tr>
<td></td>
<td>Black or African-American</td>
<td>$88</td>
<td>0.00%</td>
</tr>
<tr>
<td></td>
<td>Black or African-American Male</td>
<td>$1,590,910</td>
<td>6.72%</td>
</tr>
<tr>
<td></td>
<td>Hispanic American</td>
<td>$67,509</td>
<td>0.29%</td>
</tr>
<tr>
<td></td>
<td>Hispanic American Male</td>
<td>$687,101</td>
<td>2.90%</td>
</tr>
<tr>
<td></td>
<td>Native American</td>
<td>$14,069</td>
<td>0.06%</td>
</tr>
<tr>
<td></td>
<td>Native American Male</td>
<td>$115,150</td>
<td>0.49%</td>
</tr>
<tr>
<td></td>
<td>No Sub-Category</td>
<td>$920,650</td>
<td>3.89%</td>
</tr>
<tr>
<td>Minority Owned Total</td>
<td></td>
<td>$3,972,355</td>
<td>16.77%</td>
</tr>
<tr>
<td>Small Business</td>
<td>No Sub-Category</td>
<td>$13,156,277</td>
<td>55.55%</td>
</tr>
<tr>
<td>Small Business Total</td>
<td></td>
<td>$13,156,277</td>
<td>55.55%</td>
</tr>
<tr>
<td>Veteran Owned</td>
<td>No Sub-Category</td>
<td>$523,671</td>
<td>2.21%</td>
</tr>
<tr>
<td>Veteran Owned Total</td>
<td></td>
<td>$523,671</td>
<td>2.21%</td>
</tr>
<tr>
<td>Women Owned</td>
<td>Hispanic American Female</td>
<td>$406,860</td>
<td>1.72%</td>
</tr>
<tr>
<td></td>
<td>Asian-Pacific American Female</td>
<td>$246,728</td>
<td>1.04%</td>
</tr>
<tr>
<td></td>
<td>No Sub-Category</td>
<td>$5,347,263</td>
<td>22.58%</td>
</tr>
<tr>
<td>Women Owned Total</td>
<td></td>
<td>$6,000,851</td>
<td>25.34%</td>
</tr>
<tr>
<td>Historically Underutilized Business Zone</td>
<td>No Sub-Category</td>
<td>$29,779</td>
<td>0.13%</td>
</tr>
<tr>
<td>Historically Underutilized Business Zone Total</td>
<td></td>
<td>$29,779</td>
<td>0.13%</td>
</tr>
<tr>
<td>Small Disadvantage Business</td>
<td>No Sub-Category</td>
<td>$1,250</td>
<td>0.01%</td>
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<tr>
<td>Small Disadvantage Business Zone</td>
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<td>$1,250</td>
<td>0.01%</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>$23,684,183</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*Please note that these percentages do not include Office Depot, which made up $354,582 diversity spend in 2012.  
*2012 data does not include Medline as a vendor source.
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 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.

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**: Create healthy habits to keep you on track with the new Healthy 100 Habits app and track your daily water intake with the Healthy 100 – Tupperware Water iPhone app.
- **Expert Podcasts**: Tune in and watch our health and nutrition specialists discuss tips, cooking demonstrations and 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.

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**FLORIDA HOSPITAL**

Live to a healthy100.org
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 God:** 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.