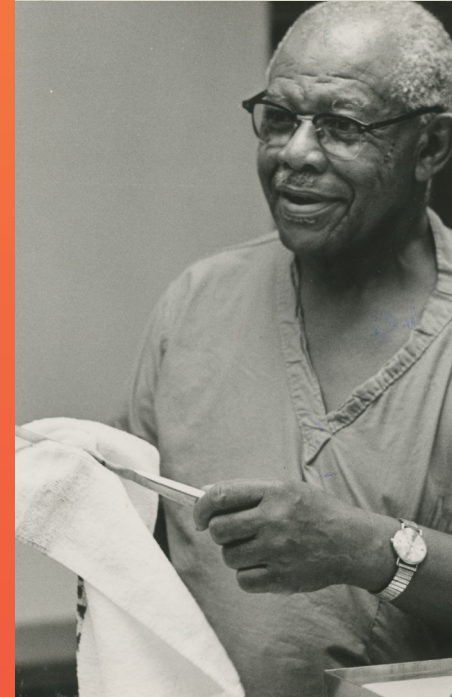
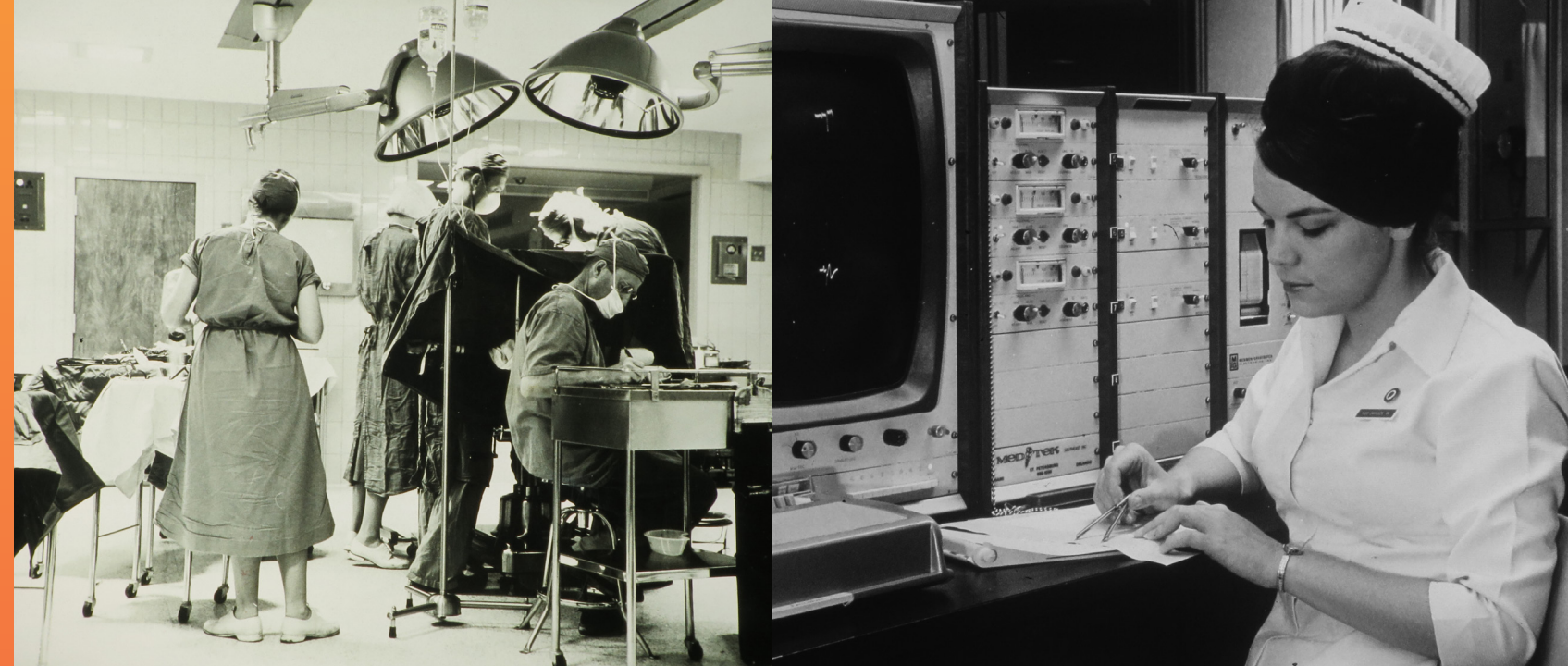
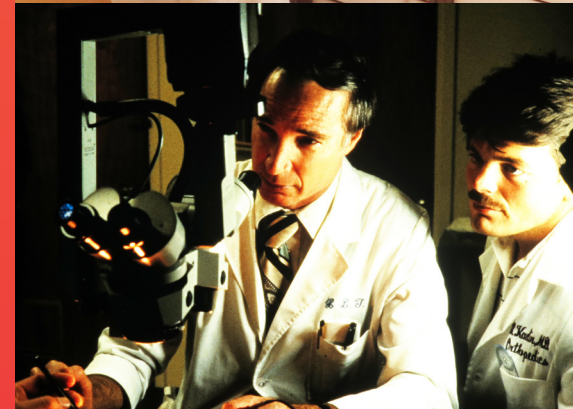


ORLANDO HEALTH®
2018 COMMUNITY BENEFIT REPORT

100



100 YEARS OF CARING





CARING FOR AND ABOUT OUR COMMUNITY

Last fall, Orlando Health marked 100 years of providing innovative, high-quality and compassionate care to millions of Central Florida residents and thousands of visitors from around the globe. Our first century featured many dramatic firsts and remarkable milestones.

This report will focus on four themes that reflect the era in which they began and continue to define the unique character of Orlando Health. You'll discover how Orlando Health has pioneered medical advancements from the opening of the city's first hospital in 1918, to establishing the state's first blood bank, through delivering treatments that tap into 21st century technologies like robots, lasers and bionic limbs. We'll introduce you to Orlando Health's medical education program that launched at Orange Memorial Hospital in 1951 and today trains more than 260 residents and fellows each year, ensuring that innovation plays a foundational role in developing the skills of new physicians. You'll learn how Orlando Health became the first and only hospital system in Central Florida with a Level One Trauma Center in 1983 and how those capabilities save countless lives each year. And, finally, you'll meet some of our community partners who've helped optimize long-term recovery and rehabilitation for patients with a spinal cord injury.

As we enter our second century of service, Orlando Health will continue to build upon

these themes in everything we do — from lifesaving care, to life-changing technologies, to life-enhancing support. Our focus will be not only on caring for individuals, but about them. We will demonstrate this by:

Making it easy for residents to find convenient care in their community

Offering affordable healthcare options such as digital visits and urgent care

Remaining Central Florida's most reliable standard of quality and service

These are commitments our patients and their families, our team members and our communities can all count on.

Thank you for choosing Orlando Health. We look forward to creating the legacy of our next 100 years.

David Strong
PRESIDENT AND CEO
ORLANDO HEALTH

Frank Hubbard

A board member of Orange Memorial Hospital during the 1950s and the board president from 1964-1966, helped move the hospital toward integration in 1960. He even insisted he would resign if they did not integrate.

Jerry B. Callahan, MD

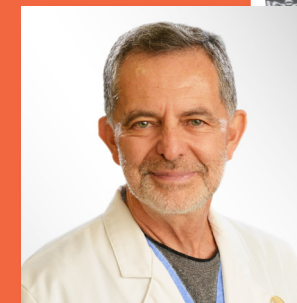
Among the first physicians to provide care when Orange General Hospital opened in 1918 and was the only African-American surgeon in the area during this time.

Jamal Hakim, MD

As interim president and chief executive officer (CEO) from 2013-2015, he created a foundation that united physicians and inspired Orlando Health to establish a program that brings national and international speakers to Orlando. He continues to serve as the organization's chief operating officer.



LEGACY OF CARING



Gregor Alexander, MD

Previous director of the neonatal unit for 16 years, he was part of a physician group that advocated for Orlando Health Arnold Palmer Hospital for Children and Orlando Health Winnie Palmer Hospital for Women & Babies. He also led the expansion of the neonatal intensive care unit (NICU) to include the extracorporeal membrane oxygenation program (ECMO).

Theresa Walton

A graduate of Jones High School, Walton is remembered for being the first black supervisor, patient-care coordinator and assistant director of nursing services. She retired in 1990 after 45 years of service.



John Hillenmeyer

Served as Orlando Health's president and CEO for 13 years. During his leadership, Orlando Health continued to expand its footprint by adding a cancer center, a hospital for women and babies, and a five-story patient tower at Orlando Health Dr. P. Phillips Hospital.

Orlando Health includes an extensive network of physicians representing more than 40 specialties and primary care; eight wholly-owned or affiliate hospitals; a skilled nursing and rehabilitation center; and multiple outpatient care centers offering urgent care, same-day surgery, and laboratory, imaging and rehabilitation services.

WE OFFER

The region's ONLY Level One Trauma Center

The area's first heart program

Specialty hospitals dedicated to children, women and babies

A major cancer center

Long-standing community hospitals

OUR EXPERTISE

Heart and Vascular

Cancer Care

Neurosciences and Surgery

Pediatric Orthopedics Sports Medicine

Neonatology and Women's Health

Primary Care

Orlando Health Hospitals

- Orlando Health Orlando Regional Medical Center
- Orlando Health – Arnold Palmer Hospital for Children
- Orlando Health Winnie Palmer Hospital for Women & Babies
- Orlando Health Dr. P. Phillips Hospital
- Orlando Health – Health Central Hospital
- Orlando Health South Seminole Hospital
- Orlando Health South Lake Hospital
- Orlando Health UF Health Cancer Center

ORLANDO HEALTH

AT A GLANCE*



PROVIDING ACCESS TO NEARLY

3 MILLION

Central Florida Residents

108,059

PATIENT ADMISSIONS EXCLUDING NEWBORNS

MORE THAN 805,874

OUTPATIENT VISITS

15,362

BABIES BORN

400,434

EMERGENCY VISITS

2,424 BEDS

5,795

TRAUMA CASES

ONE OF CENTRAL FLORIDA'S LARGEST EMPLOYERS

20,258

TEAM MEMBERS

A STATUTORY TEACHING HOSPITAL SYSTEM

270

MEDICAL RESIDENTS

3,167

PHYSICIANS

21

FELLOWSHIP PROGRAMS

7 RESIDENCY PROGRAMS

5 PHARMACY RESIDENCY PROGRAMS

1247

FACULTY MEMBERS

\$3.8 BILLION

not-for-profit healthcare organization and community-based network of physician practices, hospitals and outpatient care centers throughout Central Florida.

COMMUNITY BENEFIT FINANCIALS

Based on: A Guide for Planning & Reporting Community Benefit, Catholic Health Association (CHA) of the United States, 2008 edition.

\$	89,210,451	Charity Care Charity care is the total cost of services incurred by Orlando Health to provide medical services to those patients who have demonstrated their inability to pay. Charity care does not include bad debt.
+	\$ 83,853,487	Community Benefit Programs and Services
+	\$ 115,933,755	MEDICAID and other Means-Tested Programs Shortfalls**
\$	288,997,693	TOTAL COMMUNITY BENEFIT
+	\$ 19,064,977	MEDICARE Shortfalls**
+	\$ 312,431,434	Bad Debt Bad debt is the total cost of services incurred by Orlando Health for services provided to patients who have not paid their bills and who have not demonstrated their inability to pay.
+	\$ 320,680	Community-Building Activities Community-building activities include programs that address the root causes of health problems, such as poverty, homelessness and environmental problems. Costs of these activities include cash, in-kind donations and budgeted expenditures for the development of a variety of community-building programs and partnerships above reimbursement.

\$ 620,814,784 TOTAL VALUE TO THE COMMUNITY

**Medicare, Medicaid, and other means-tested programs pay Orlando Health less than it costs the organization to provide care to its Medicare, Medicaid and other means-tested programs patients. The amounts shown are the actual costs to provide these services above reimbursement.

*Fiscal Year 2018

MEDICAL ADVANCES

Since its founding a century ago, Orlando Health has compiled a lengthy list of firsts, pioneering many of the medical advancements not only in Central Florida, but across the Sunshine State as well.

“We have always been leaders in program development, medical advancement and clinical excellence,” says Dr. Jamal Hakim, chief operating officer, who oversees the daily operations and management of all Orlando Health hospitals and their patient care.

These innovations include everything from establishing the state’s first blood bank (1938) and introducing the first kidney dialysis machine (1958). Mid-century, the hospital system pioneered heart health, becoming home to Central Florida’s first cardiac catheterization and pacemaker insertion (1965), first angiogram and first cardiac catheterization laboratory (1966), and the first electrocardiogram (1974). Healthcare advances continued into the new century with the 64-slice coronary computed tomography (2007) and cancer-busting proton therapy (2016). Today, performing clinical trials, working with medical device companies to improve products and offering rare techniques like in utero surgeries all further Orlando Health’s place in history as a forerunner in advancing patient care.

“We are continuing our legacy of firsts and medical advancements built on a foundation of compassion, skill and quality care,” says Dr. Hakim. “And our people are at the heart of it all.”

A Mission in Caring

Orange General Hospital was half-finished when it opened its doors in 1918 as a 50-bed community hospital planted in an orange grove on Kuhl Avenue. World War I was winding down, the Spanish flu was pandemic and Americans’ life expectancy was 40 years. This precursor to Orlando Health Orlando Regional Medical Center (ORMC) serviced the community with a handful of doctors and one functioning operating room without gas, electricity or air conditioning.

Today, the orange grove and original hospital building are gone, replaced with Central Florida’s most comprehensive, medically advanced healthcare facility. With 880 beds and more than 2,000 physicians on its medical staff, Orlando Health ORMC serves Central Florida residents as well as its international visitors. Modern improvements like air conditioning, electricity and refrigeration are now commonplace in hospitals. Healthcare advances like antibiotics, pacemakers and minimally invasive surgery have helped double life expectancy.

Throughout its history, Orlando Health has recognized the link between innovation and improving patient outcomes, and has invested accordingly. “So many hospitals focus only on the bottom line, but

1916

Fundraising efforts were announced June 12 for **Orange General Hospital**, prompting donations of nearly \$15,000. Exactly 100 years later to the day, Orlando Health responded to the Pulse tragedy.




1918

When Orange General Hospital opened, **life expectancy** was 40 years. Today, largely due to medical advances, that number has nearly doubled to 79 years.



1917

The United States enters **World War I**. Over 4.7 million men and women served in the regular U.S. forces.



1938

Dr. Louis Orr helped implement the **new concept** of banking and storing blood. Before the blood bank, transfusions were done live, with blood transferred directly from a donor to a patient.



1922

Finding success with School of Nursing program, Orange General Hospital opened its first dormitory, **Payne Hall**, where student nurses lived on the first two floors and attended classes on the third floor.

we have always been on the forefront of investing in innovation,” says Dr. Hakim, a practicing anesthesiologist. “It’s important for the wellness of the community. Innovation, investing in clinical programs – those are the medical advances of the future.”

The Future Is Now

In step with technology, the healthcare system has implemented medical enhancements that utilize everything from computers and machines to robots, lasers and bionic limbs.

- Sophisticated monitoring methods like the System for Anesthetic and Respiratory Analysis (SARA) to regulate anesthesia during surgery (1984) and the Nuclear Medicine Imaging System for accurate, three-dimensional views of a patient’s body (1989)
- The da Vinci Robotic Surgical System (2007) with its smaller incisions, less blood loss and shorter recovery periods for patients
- The 64-Slice Computed Tomography (CT) System (2006) that provides doctors with extremely detailed images of the body

“Staying on the forefront of innovation is an active process,” says Dr. Hakim. “New technology allows for more precise treatment, and we are constantly looking at the next best way to do things because we truly want to provide the best for our patients.”

Dr. Rhea Birusingh understands this commitment firsthand. Diagnosed with an inoperable brain tumor during her second trimester of pregnancy, the Central Florida resident would have lost her eyesight without Orlando Health’s investment in leading-edge technology.

Three years ago, blurry vision sent her to her ophthalmologist who discovered a benign brain tumor behind her left eye. Without treatment, it would eventually hijack not only her eyesight, but her memory as well. Prognosis with conventional treatment was equally grim – the tumor would be destroyed, but the surrounding brain tissue and nerves also would be damaged during the process.

“As a pathologist, I depend on my eyes,” says Dr. Birusingh. “I was at the peak of my career, having my long-awaited baby – and these are my options?”

Dr. Birusingh’s diagnosis coincided with the completion of the \$25 million Marjorie and Leonard Williams Center for Proton Therapy at Orlando

Health UF Health Cancer Center. “Proton therapy is a very precise technique that uses extremely targeted proton beams to reduce tumors,” says Dr. Mark Roh, president of Orlando Health UF Health Cancer Center. “It is especially effective for tricky ones located near vital organs, without all the side effects of traditional radiation.”

In order to treat the tumor, Dr. Birusingh was induced at 34 weeks and gave birth to her son. She became the first patient to be treated at the new center. Doctors used a colossal, three-story, 200,000-pound proton accelerator to direct a beam into an area of Dr. Birusingh’s brain less than a millimeter in diameter. Six weeks and 29 treatments later, the new mother completed her proton therapy treatment and rang the celebratory bell at the cancer center with her son in her arms.

In April of 2019, she received a three-year clean bill of health. “Today, my eyes, my memory, everything is fine,” she says. “I feel extremely fortunate.”

Advanced Techniques & Technology

Other innovative cancer-care strategies include immunotherapy (2015), a treatment that utilizes the body’s own immune system to recognize and destroy cancer cells. MRIdian®, a real-time magnetic resonance imaging (MRI) system (2018), pinpoints a cancer tumor’s exact location while doctors treat it. The Monarch™ Platform, the first FDA-cleared robotic endoscope (2019), offers doctors a better view inside the lung and enables more precise biopsies with less risk.

“We are the first facility in Florida and one of the first in the country to feature the Monarch technology,” says Dr. Roh. “All these medical advancements give us a greater number of arrows in our quiver, so to speak, so we can provide our patients with the exact treatments they need.”

None of these advancements would have been possible without inquisitive, well-trained medical personnel, says Dr. Hakim. “I would say our biggest medical breakthrough at Orlando Health is creating a committed medical team with heart, then getting out of their way,” he says. “It’s the key to our success.”

Dr. Birusingh agrees. “When I was first diagnosed, some of my colleagues said I had to go to Texas or New York to get the best care. But I couldn’t grasp leaving my newborn baby to go across the country for treatment and follow-up. It was a blessing that Orlando Health offered the best level of care and expertise, an amazing team and state-of-art treatment like proton therapy right here in my own backyard.”

TEACHING HOSPITAL

For nearly 70 years, Orlando Health has trained generations of physicians who have gone on to become experts in fields such as surgery, orthopedics and emergency medicine. For two or three years at a time, doctors-in-training are immersed in a learning environment that readies them for real-world challenges in their specialties. At the end of every June, senior residents and fellows complete their programs at Orlando Health and prepare for graduation.

That cadence was brutally interrupted in the early morning hours of June 12, 2016, when a gunman shot into the crowd at Pulse nightclub on South Orange Avenue, killing 49 people and wounding 53 others. At the time, the mass shooting was the deadliest in modern U.S. history.

For senior residents in Orlando Health's graduate medical education (GME) program, that tragic morning provided a real-life final exam. "The Pulse shooting occurred two weeks before graduation — when our third-year residents become 'real' doctors," says Dr. Mario Madruga, program director of the organization's internal medicine residency program. "Our senior residents were all on call or working that morning, which never happens. It was a true miracle."

These residents worked alongside other medical staff, triaging the injured at a hectic pace of 36 patients in 36 minutes, and saving many lives. "If we weren't a teaching hospital with our trainees' manpower and lifesaving skills, we may have had a very different outcome," says Diana Collazo, director of graduate medical education and academic affairs.

A Legacy of Learning

Since the 1950s, Orlando Health has been a designated teaching hospital. In 1951, the American Medical Association accredited the healthcare system's original hospital, then called Orange Memorial Hospital, as one of Florida's earliest teaching hospitals. The first core residency programs accredited were Surgery in 1951, followed by OB-GYN (1953), Pathology (1956) and Orthopedics (1958).

Today, Orlando Health is a major training site for residents and fellows nationwide. With 267 residents and fellows, and more than 100 faculty members, it's the largest academic medical center in Central Florida and the fifth largest in Florida. Seventeen of its core residency programs and fellowships are recognized by the Accreditation Council for Graduate Medical Education (ACGME), with an additional six non-ACGME accredited fellowships.

"We offer all the academic energy of a university in a non-university, community-hospital setting," says Dr. Madruga. "Within walking distance, we have a pediatric hospital, a women's and baby hospital, Central



1958

Orange Memorial Hospital became the first hospital in Central Florida with a **kidney dialysis machine**. Previously, patients were transported as far as Atlanta to receive treatment. Today, patients can receive dialysis in their homes.

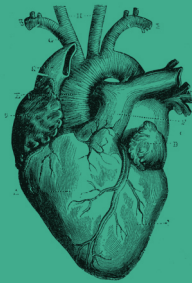


Medical Education At OMH

A medical center, like Orange Memorial Hospital, has many responsibilities, many obligations to the community it serves. Of course the most important is decisive, professional patient care. This is the reason the hospital is in business—it's in the business of providing the best care possible.

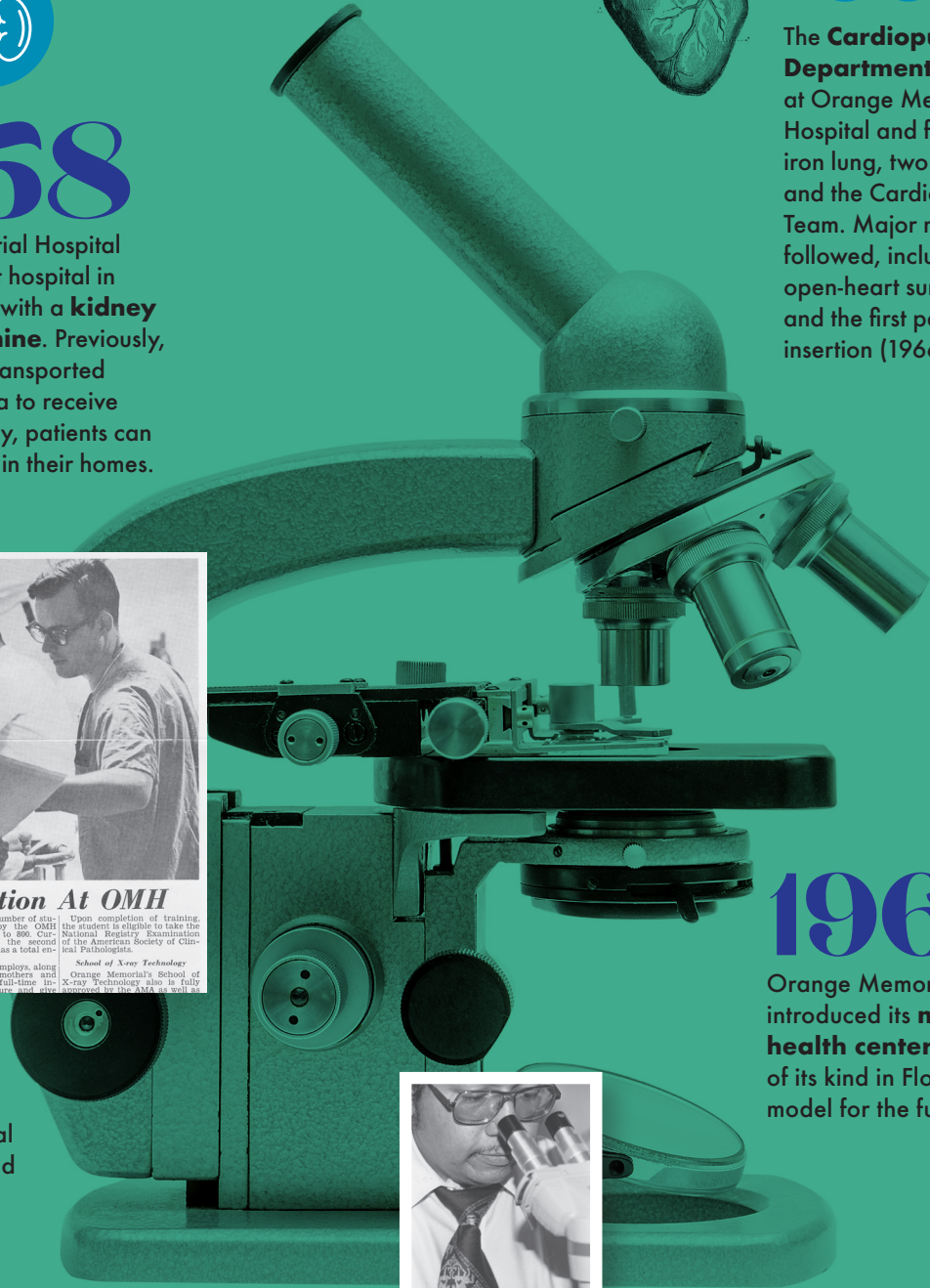
1951

The American Medical Association accredited Orange Memorial Hospital as one of **Florida's earliest teaching hospitals**.



1964

The **Cardiopulmonary Department** opened at Orange Memorial Hospital and featured an iron lung, two respirators and the Cardiac Arrest Team. Major milestones followed, including the first open-heart surgery (1964) and the first pacemaker insertion (1966).



1967

Orange Memorial Hospital introduced its **mental health center**, the first of its kind in Florida and a model for the future.



1960s

When the laboratory at Orange Memorial Hospital was expanded from one microscope to 23 rooms, the hospital hired its **first full-time pathologist**, Dr. Cecil Butt. In the mid 1960s, he designed a system that enabled nurses to check a patient's blood type at bedside.

Florida's only Level One Trauma Center, a cancer center, orthopedic and cardiology institutes, and one of the largest neonatal units in the nation.

"In my recruiting speech, I challenge anyone to try to find this type of campus elsewhere."

Orlando Health's teaching component "lifts us all to a higher level," says Joanne Battaglia, senior academic program manager for GME's internal medicine residency and fellowship program. Hired in 1975 by the program's first director, Dr. Barry Sieger, she has been at her GME desk longer than most of the current students have been alive.

"Our growth is the greatest change I've seen," says Battaglia. "In the beginning, funds were limited for residency programs. We had eight residents a year and relied on volunteer community

"We offer all the academic energy of a university in a non-university, community-hospital setting."

physicians to teach. Once, in the late '70s, we wanted to purchase a stethoscope machine which allowed multiple residents the ability to listen to one patient's heart at the same time. Dr. Sieger, program director of internal medicine, was very resourceful. To raise money, he organized national medical conferences with well-known speakers here in Orlando. The extra funding allowed us to purchase equipment and books necessary for teaching our residents. In addition, it was a great marketing tool for both the program and the hospital."

Over time, budgets expanded and classes grew. "Our physicians love to teach," says Collazo. "Our hospital administration supports our mission and understands the positive effects of

our program. That's important to our success."

A Bevy of Benefits

The benefits of a teaching hospital reach beyond the bottom line of a profit-and-loss statement. GME residency programs, for example, form a safety net in the community by handling the bulk of the vulnerable, uninsured and disadvantaged patients. The rotating crop of high-quality, GME-trained doctors decreases recruiting costs. Many such graduates, like Dr. Madruga, end up making Orlando their home.

Even if they go away on fellowship, they often return. "The number of graduates who come back shows we do a good job here," says Collazo, who fields a constant stream of emails and phone calls from past residents checking back in.

Less obvious benefits include increased attention to detail and innovation. When highly intelligent, motivated residents and fellows ask provocative questions, doctors must focus on the latest treatments, techniques and literature. Patients reap the rewards.

"Different brains all looking at the same patient means multiple layers of supervision and in-depth case review, which lowers the degree of mistakes and increases the level of care," says Dr. Madruga. "There's no line on a spreadsheet for benefits like these."

The benefits of being a teaching hospital permeate the downtown Orlando campus – and the community. "Almost everyone who comes to Orlando Health is touched in some way by one of our residents," says Battaglia. "Without the GME program, we wouldn't be the same place. Our physicians would be frustrated in a hospital filled to the brim with patients they couldn't care for the way they do now. Without our program, so much we take for granted would fall by the wayside."

ORLANDO HEALTH GRADUATE MEDICAL EDUCATION (GME)

RESIDENCY PROGRAMS

At Orlando Health, these residency programs are ACGME-accredited:

- Emergency medicine
- Internal medicine
- OB-GYN
- Orthopedics
- Pathology
- Pediatrics*
- Surgery

ACCREDITED FELLOWSHIPS

Orlando Health offers ACGME-accredited fellowships in:

- Cardiology
- Colon and rectal surgery
- Critical care medicine
- Emergency medical services
- Hematology/oncology
- Infectious diseases
- Orthopedic sports medicine
- Pediatric emergency medicine
- Pediatric gastroenterology*
- Pediatric orthopedics
- Pediatric sports medicine*
- Pulmonary disease
- Surgical critical care

ADDITIONAL FELLOWSHIPS

The non-ACGME accredited fellowships in:

- Bariatric surgery
- Emergency medicine
- Ultrasound
- Minimally invasive surgery
- Orthopedic trauma
- Pediatric craniofacial surgery

* University of Florida Sponsored Programs



LEVEL ONE TRAUMA CENTER

Life can be dangerous. Often when you least expect it. Whether it's a car wreck, a fall from scaffolding or a near-drowning experience, the teams at Orlando Health's Level One Trauma Center for adults and children are ready and waiting for critical injuries to occur — even if you aren't.

"A trauma center is the whole hospital housed under one roof 24/7 and capable of providing total care for every aspect of the most serious injuries," explains C. Thomas Bolick IV of the Orlando Health Foundation.

The region's only Level One Trauma Center opened in 1983. Offering the highest level of trauma care, it was the first in Central Florida and only the second in the state at the time. In 1985, the Air Care Team emergency helicopter service was added.

"People don't know they need a Level One Trauma Center until they actually need it," says Dr. Michael Cheatham, trauma surgeon and chief surgical quality officer for Orlando Health Orlando Regional Medical Center (ORMC). "But when something bad happens, you definitely want to be near one."

Amanda Grau agrees. The Tampa resident was dancing when an active shooter entered the Pulse nightclub in June 2016. Shot four times and held hostage for three hours, she was rescued and taken by ambulance to the trauma center at Orlando Health ORMC.

The experience changed her life.

The Rhythm of Rescue

"There were so many doctors and nurses swarming me, asking questions, cutting off my clothes, rushing me to get an MRI," recalls Grau, who suffered a collapsed lung and broken ribs in addition to several gunshot wounds. "It seemed to move so quickly and seamlessly. Everyone was so caring and giving, doing everything they could to make me feel comfortable and safe."

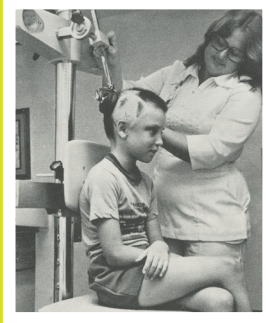
When a patient enters the trauma center, "it looks like organized chaos," says Bolick. "Fifteen to 20 professionals surround each patient, each with a specific job, all talking at once, moving quickly."

Today, multiple surgeries later, Grau credits the trauma team with not only saving her life but giving it new focus. The 36-year-old is currently training to be an emergency medical technician.

"I want to be there for others the way everyone at Orlando Health was there for me," says Grau. "If I can help someone, comfort someone, I want to be that person."

The Level One Trauma Center is designed for critical injuries with life-threatening immediacy. Motorcycle

LEVEL ONE TRAUMA CENTER



1974

The purchase of two **linear accelerators** enabled radiation oncologists at Orange Memorial Hospital to kill cancer cells without burning patients' skin during treatment.



1975

To combat high infant mortality rates, Orange Memorial Hospital and the state of Florida opened one of only six **neonatal intensive care units** in the state. Today, Orlando Health Winnie Palmer Hospital for Women & Babies is home to one of the largest neonatal intensive care units in the nation. **The Alexander Center for Neonatology** provides care to more than 1,800 babies annually.



1989

Orlando Health Arnold Palmer Hospital for Children is dedicated on Arnold Palmer's **60th birthday**.

1986

Surgeons at Orlando Health ORMC successfully performed the **nation's first leg-lengthening surgery** on a teenager affected by dwarfism. This surgery stretched the patient's legs 8 inches and included metal clamps with screws that were turned weekly causing the bones to separate a half inch at a time.



1985

Orlando Health ORMC created the **Air Care Team** to provide helicopter rescue services when an ambulance ride would take more than 15 minutes. Covering 26 counties, the Air Care Team has transported more than 36,500 patients since 1985.

and car crashes, boat accidents, gunshot and stab wounds, major burns, serious falls and traumatic brain injury make up the bulk of traumatic injury. The trauma bay is also used for victims of natural disasters, some heart attack and stroke victims, and those with overwhelming infections. Patients arrive via ambulance or helicopter from primarily a five-county region, their survival dependent on highly specialized physicians working with the most advanced equipment.

"Traumatic injury is the leading cause of death in people under the age of 40, and accounts for more years of life lost than heart attack, cancer and stroke combined," says Bolick, who notes the number of trauma patients at Orlando Health has tripled in the past 10 years. "Falls resulting in head trauma and broken bones make up the lion's share of trauma injuries. Car accidents account for the second biggest reason people end up in the trauma center."

Emergency Room vs. Trauma Center

Not all hospitals have trauma centers and not every emergency room can handle every emergency. Studies show patients who arrive at a Level One Trauma Center have a 25 percent better chance of survival over other hospitals.

"An emergency department usually has one or two doctors and several nurses," says Bolick. A trauma center is more extensive and provides around-the-clock specialists for the most serious injuries.

It costs \$18 million annually to maintain the Level One Trauma Center at Orlando Health ORMC, and that doesn't include patient treatment. The center contains six state-of-the-art trauma resuscitation bays fully equipped with everything needed for diagnostics, resuscitation and surgery. There are dedicated operating rooms as well as radiology, a nationally recognized burn unit and critical care. A separate, 33-bed pediatric trauma facility, the first of its kind in Central Florida, handles the youngest patients. Both adult and pediatric trauma facilities are equipped for decontamination from biological, chemical and radioactive attacks, as well as protective gear for hospital staff.

The Need for Speed

Orlando Health's Air Care Team has three helicopters that fly more than 4,500 missions annually across multiple counties. "We have the only hospital-based helicopter team that actually takes our trauma center to the scene," says Dr. Cheatham. "Other air units

only transport patients back to hospitals. We send a flight nurse and paramedics to the site to provide high-level care to patients who are not stable enough to be transported to us. With Air Care, we can be on the scene in 10 to 15 minutes."

In trauma, minutes matter. "The 60-minute period following a traumatic injury is called the 'Golden Hour,'" says Bolick. "If seriously injured patients have surgical intervention within that first hour, the chance of survival, outcome and quality of life afterward are greatly increased. It's the difference between saving a hand or saving a hand that can hold a cup or loved one's hand."

Practicing for Perfect Response

When Orlando Health's Level One Trauma Center first opened, prepping for natural disasters like hurricanes and tornados framed the organization's strategic plan. Over the years, training has expanded to prepare for bombings, terrorism, biological attacks, infectious diseases and mass shootings.

"We continue to refine our disaster responses and drills to the changing world we live in," says Bolick. "We train for the worst every year and we train until we fail."

"If seriously injured patients have surgical intervention within that first hour, the chance of survival, outcome and quality of life afterward are greatly increased. It's the difference between saving a hand or saving a hand that can hold a cup or loved one's hand."

When we fail, we stop and fix the gaps in the system so we don't fail that way again."

To prepare response capabilities, the trauma center staff participates in annual tri-county, 15-hospital disaster exercises that enact potential catastrophic events. The drills include medical staff as well as police, fire, homeland security and the FBI. Hundreds of volunteers act as victims.

The hope is that practice will perfect response. Amanda Grau thinks it's already pretty close.

"I hope you never need a trauma center," says the former patient and Pulse survivor. "But if you do, I hope you go to Orlando Health. They will do everything in their power to save your life. They saved mine."

2021
TO
2025

COMMUNITY PARTNERSHIPS

At SOCF CrossFit, “we are all human beings here looking for a home in fitness,” says co-owner Guillermo Reyes. “Some of us just use wheelchairs.”

Through an innovative new program pioneered by Orlando Health’s rehabilitation team and SOCF CrossFit, former patients who have been paralyzed with spinal cord injuries are pumping iron and participating in classes alongside other fitness enthusiasts.

Approximately 50 patients are diagnosed with traumatic spinal cord injury (SCI) each year at Orlando Health Orlando Regional Medical Center (ORMC). While not all currently participate in the year-old program, the gym on South Orange Blossom Trail fills a void for those who do.

“We noticed once our SCI patients graduated from our rehab program, there weren’t any adaptive exercise programs or fitness centers with adaptive equipment accessible to this population to help them continue building their strength,” says Erin Jones, rehabilitation educator at Orlando Health Rehabilitation Institute.

So Orlando Health decided to create its own, applying for and receiving the Craig H. Neilsen Foundation’s “Creating Opportunities for Independence” grant. The \$53,000 grant financed adaptive exercise equipment, training and memberships for up to 15 SCI participants to continue their post-rehab fitness routine at a local gym.

Workout Partner

Once funded, the search began for a fitness partner. “Corporate gyms could only promise us a corner for our equipment,” says Lauren Vagelakos, senior grant manager at Orlando Health Foundation. “We wanted our patients integrated into the gym community, not off in a corner by themselves. That’s hard to find.”

Enter SOCF CrossFit, where co-owners Robert Zambrana and Reyes were receptive to creating an adaptive, immersive experience. “My partner is deaf,

2000

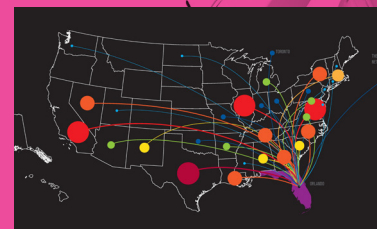


The Howard Phillips Center for Children & Families, a part of Orlando Health Arnold Palmer Hospital for Children, opens as a resource for children and families affected by challenges such as child abuse, sexual trauma, developmental disabilities and lack of medical care.



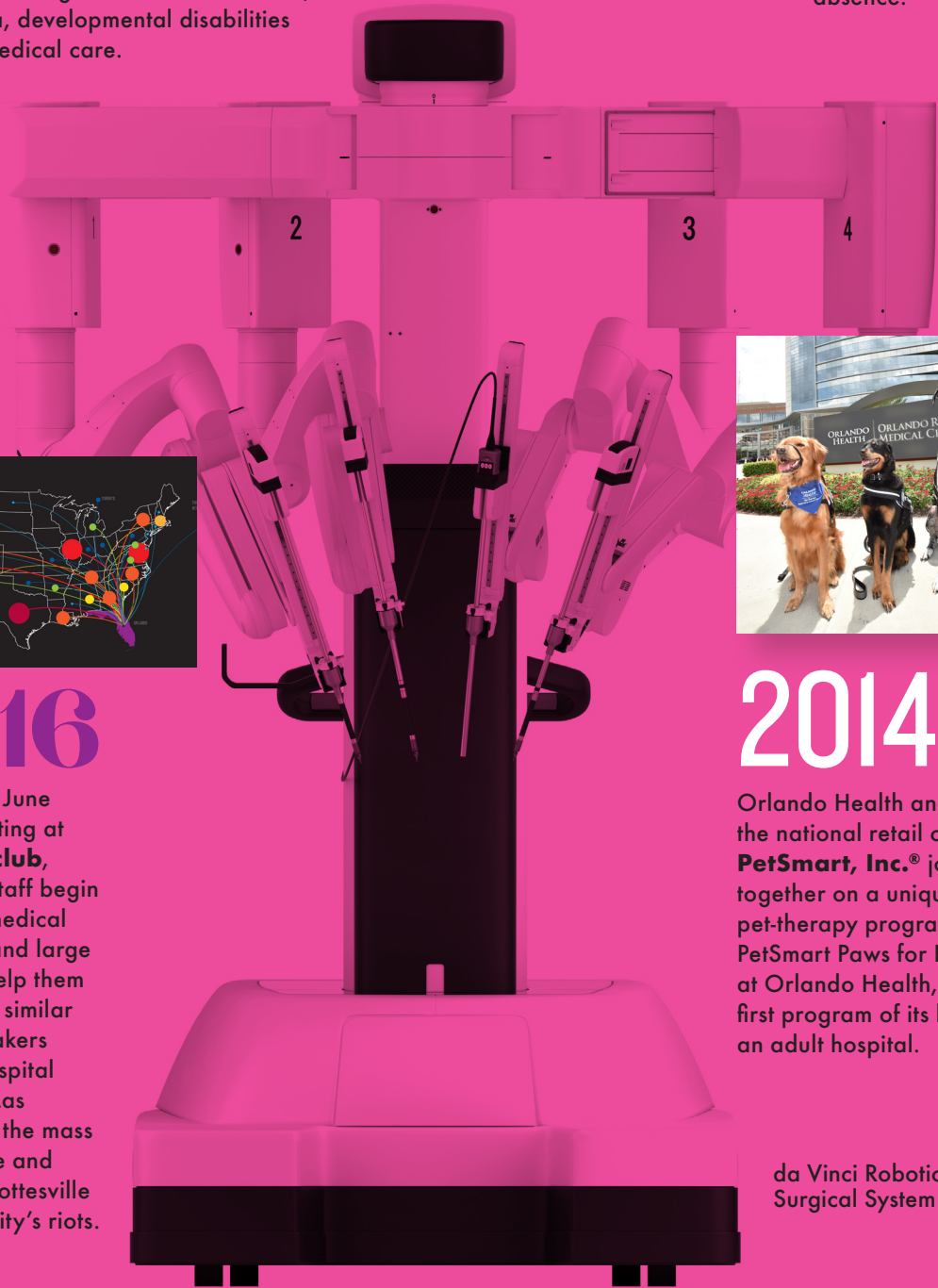
2004

Orlando Health South Lake Hospital's **Center for Women's Health** opens, bringing obstetrical services back to South Lake County after a nearly 40-year absence.



2016

Following the June 12 mass shooting at **Pulse nightclub**, doctors and staff begin speaking at medical conferences and large hospitals to help them prepare for a similar tragedy. Speakers addressed hospital personnel in Las Vegas before the mass shooting there and were in Charlottesville prior to that city's riots.



2014

Orlando Health and the national retail chain **PetSmart, Inc.®** join together on a unique pet-therapy program, **PetSmart Paws for Hope** at Orlando Health, the first program of its kind in an adult hospital.

da Vinci Robotic Surgical System

COMMUNITY PARTNERSHIPS

so he understands wanting to be treated like everyone else," says Reyes. "This seemed like a good fit for us." Adaptive athletes have special needs. Some don't have good core strength. Others can't grip or need help transferring from their wheelchairs. Equipment must be spaced so wheelchairs can better access the machines. Pullup bars need to be adjusted. Bands and adaptive gloves may be necessary. While some gym equipment is specially designed for adaptive use, all machines can be modified.

Before the program launched in April 2018, SO Crossroads Adaptive Athletic Alliance trained SOCF coaches on how to alter traditional CrossFit workouts and best integrate SCI patients into group classes using both regular and special equipment. "We weren't sure what to expect," says Reyes. "Fortunately, Orlando Health knows their patients very well, both physically and emotionally, and could help us with the type and level of workout."

Attitude with Gratitude

One of the program's first participants, 24-year-old Alberth Payano, was born with scoliosis. Childhood surgeries in the Dominican Republic further damaged his spinal cord, so that he had to use a wheelchair. When he arrived at SOCF last year, losing weight was his only fitness goal.

"When I came here, I had nerve and back problems," says Payano. "My legs shook a lot. I didn't care about a healthy lifestyle. I didn't eat properly. I wasn't exercising.

"This program changed my life."

Not only did he peel off pounds, Payano also gained muscle, new friends and a fresh perspective. While he still uses his wheelchair for mobility, he has strength now to walk 25 steps with leg braces, pull himself out of his pool, and clamber up and down a 20-foot rope. He recently enrolled in college, is careful about what he eats and religious about his exercise regimen.

"When I am in the gym, there are no limitations," says Payano. "This program gave me strength, health and independence. I truly believe there is no limit to what I can do now."

Back in the Game

Gaining strength from working out enables SCI patients to better perform daily tasks like getting on the bus or transferring from their wheelchair. It also helps with quality of life.

CJ Bellamy was a basketball star at Edgewater High School in 2007 when a bullet paralyzed him from the waist down and snatched away a potential college hoops career. Less than a year after he rolled his wheelchair into SOCF, Bellamy is an athlete again, working to qualify for the adaptive portion of the national CrossFit Games.

"This program gave me strength, health and independence. I truly believe there is no limit to what I can do now."

"It's pretty crazy," says the 30-year-old human resources professional. "I'm back in the joy and excitement of sports again. I've always been super competitive. The coaches here push me, so it's like the life I had before I was injured — with modifications." Bellamy agrees the adaptive program is good for the body — and the soul. "I'm stronger, sure," he says. "But the program changed my outlook on a lot of things. I feel like I am capable and part of society again.

"At my last gym, I was the only guy in a wheelchair. People kinda freaked out. Not here. From Day One, I was family."

A Family in Fitness

At SOCF, every member is treated as an athlete taking action to be healthier, regardless of their mobility. "When other members see our adaptive athletes working out, it drives home the meaning of 'No Excuses,'" says Reyes.

The partnership with SOCF has extended Orlando Health's reach beyond the hospital walls, providing patients with much more than just a typical gym membership. "SOCF is a tightly knit family fostering our patients in a community of support," says Vagelakos. "We are working to find ways to expand the program to other CrossFit gyms, as well as for patients with other conditions to participate. We want to continue to grow this program that has made such an inspiring impact on our community.

"It's great to see something go from an idea and pen-and-paper to truly enhancing our patients' quality of life," adds Vagelakos. "I wish we could bottle the magic."

COMMUNITY PARTNERS

Beyond our programs and services, the true value of our community benefit is illustrated best through the relationships we maintain with like-minded organizations. By collaborating with more than 260 not-for-profit groups, we are able to have a bigger, more meaningful impact on the Central Florida community.

306 Foundation, Inc.
 90.7 WMFE*
 A Gift for Teaching, Inc.*
 Adult Literacy League, Inc.*
 African American Chamber of Commerce of Central Florida, Inc.*
 Ali's Hope Foundation
 Always Wear Your Seatbelt Foundation, Inc.
 Alzheimer's Association of Central and North Florida*
 American Cancer Society, Inc.*
 American College of Healthcare Executives, Inc.*
 American Diabetes Association, Inc.*
 American Foundation for Suicide Prevention, Inc.*
 American Heart Association, Inc.*
 American Lung Association, Inc.*
 Apopka Area Chamber of Commerce, Inc.*
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 Asian American Chamber of Commerce of Central Florida, Inc.*
 Aspire Health Partners, Inc.
 ATHENA International, Inc.
 Autism Society of Greater Orlando, Inc.
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 B.A.S.E. Camp Children's Cancer Foundation, Inc.*
 Black History Committee of Orange County, Inc.
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 Bloom & Grow Garden Society, Inc.
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 Boys and Girls Club of Seminole County
 Boys and Girls Club of Central Florida, Inc.*
 Boys Town of Central Florida, Inc.
 Brain Injury Association of Florida, Inc.
 Break Away Track Club
 Camaraderie Foundation, Inc.*
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 Central Florida Black Nurses Association of Orlando, Inc.*
 Central Florida Commission on Homelessness, Inc.*
 Central Florida Community Arts, Inc.*
 Central Florida Disability Chamber*
 Central Florida Disability Chamber of Commerce *

Central Florida Hotel & Lodging Association, Inc.*
 Central Florida Medical Society, Inc.
 Central Florida Victim Services Network
 Central Florida Zoo and Botanical Gardens*
 Children's Advocacy Center
 Children's Home Society of Florida*
 Children's Safety Village of Central Florida, Inc.
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 City of Groveland
 City of Lake Mary
 City of Longwood
 City of Minneola
 City of Ocoee
 City of Orlando
 City of Orlando Police Department
 City Year Orlando*
 Clean the World Foundation, Inc.
 Clermont Fire Department
 Clermont Football Club
 Clermont Police Department
 Clermont-Minneola Lions Club Foundation, Inc.
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 Colon Cancer Coalition
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 Community Health Centers, Inc.
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 Cornerstone Hospice & Palliative Care, Inc.
 Covenant House Florida, Inc.
 Creative City Project, Inc.
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 Cystic Fibrosis Foundation
 Dave's House, Inc.
 Dental Care Access Foundation, Inc.
 Down Syndrome Association of Central Florida, Inc.*
 Down Syndrome Foundation of Florida, Inc.
 Downtown Arts District, Inc.
 Downtown Orlando Partnership Foundation, Inc.*
 Dr. P. Phillips YMCA*
 Early Learning Coalition of Seminole County, Inc.*
 Early Learning Coalition of Orange County, Inc.*

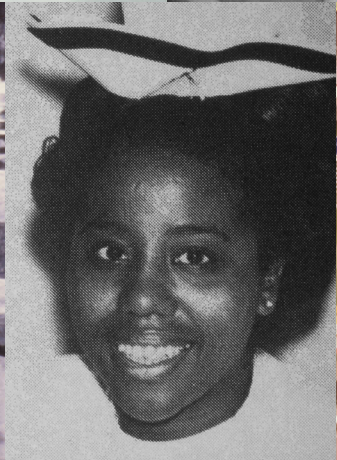
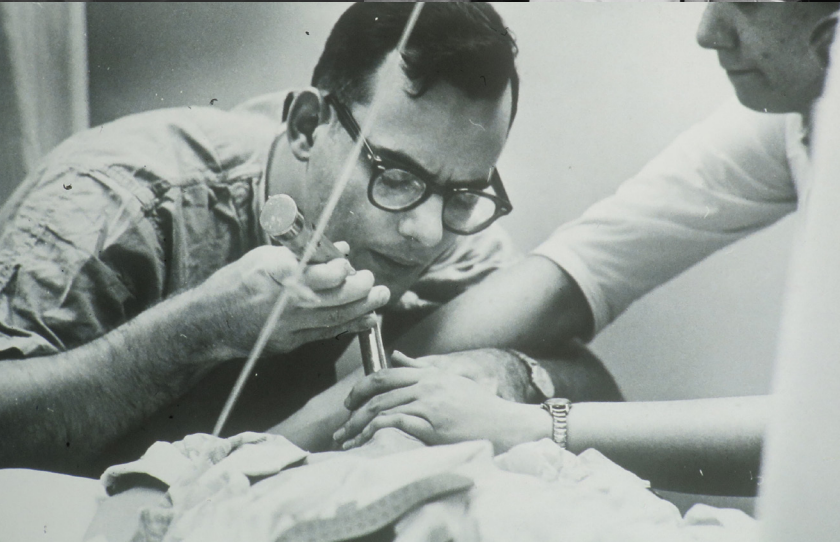
East Orlando Chamber of Commerce*
 East Ridge High School
 Edgewood Children's Ranch, Inc.*
 Educational Foundation of Lake County, Inc.
 Faith Neighborhood Center
 Family Services of Metro Orlando, Inc.
 Fleet Farming, Inc.
 Florida Collegiate Summer Baseball League, Inc.
 Florida Department of Health - Lake County
 Florida Department of Health - Orange County
 Florida Department of Health - Osceola County
 Florida Department of Health - Seminole County
 Florida Guardian ad Litem Program
 Florida Rush
 Florida Sports Foundation, Inc.
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 Freedom Ride, Inc.
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 Friends of South Lake, Inc.
 Frontline Outreach, Inc.
 Garden Theatre, Inc.*
 Gather &
 Get Fit Lake
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 Grace Medical Home, Inc.*
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 Hope and Help Center of Central Florida, Inc.

HOPE Helps, Inc.*
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 Lake Technical Center, Inc.
 Lake-Sumter State College Foundation, Inc.
 Leadership Florida*
 Leadership Lake County Alumni Association, Inc.
 Leadership Lake County, Inc.
 Leadership Seminole, Inc.
 Libby's Legacy Breast Cancer Foundation, Inc.
 LIFT Orlando, Inc.*
 Lighthouse Central Florida, Inc.*
 Macedonia Missionary Baptist Church, Inc.
 Make-A-Wish of Central & Northern Florida, Inc.*
 March of Dimes, Inc.*
 MBA Orlando*
 MicheLee Puppets, Inc.*
 Montverde Pop Warner Football & Cheerleading
 Nathaniel's Hope
 National Alliance on Mental Illness of Greater Orlando, Inc.
 National Eating Disorder Association, Inc.
 New Beginnings
 New Hope for Kids, Inc.*
 NextStep Orlando, Inc.
 Now I Lay Me Down to Sleep
 Oakland Nature Preserve, Inc.
 OCA*
 Ocoee Lions Club, Inc.
 One World Strong Foundation*
 Orange Blossom Family Health
 Orange County Public Schools*
 Orange County Public Schools Foundation
 Orlando Ballet, Inc.*
 Orlando City Soccer Foundation, Inc.*
 Orlando Day Nursery Association, Inc.*
 Orlando Economic Partnership, Inc.*
 Orlando Magic Youth Foundation, Inc.
 Orlando Museum of Art, Inc.*
 Orlando Repertory Theatre, Inc.*
 Orlando Science Center, Inc.*

Orlando Shakespeare Theater, Inc.*
 Oviedo-Winter Springs Regional Chamber of Commerce, Inc.*
 Pancreatic Cancer Action Network, Inc.
 Pediatric Congenital Heart Association*
 Pet Alliance of Greater Orlando, Inc.
 Pine Castle Historical Society, Inc.
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 Preeclampsia Foundation, Inc.*
 Primary Care Access Network, Inc.*
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 Rescue Outreach Mission of Central Florida, Inc.
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 Rotary Club of Lake Buena Vista, Inc.
 Rotary Club of Lake Mary, Inc.*
 Rotary Club of South Lake County Florida, Inc.
 Rotary Club of Windermere, Inc.
 Rotary Club of Winter Garden, Inc.*
 Second Harvest Food Bank of Central Florida, Inc.*
 Seminole County Early Learning Coalition*
 Seminole County PARC's Foundation
 Seminole County Regional Chamber of Commerce, Inc.*
 Seminole County Sheriff's Office Community Foundation, Inc.
 Seminole Cultural Arts Council, Inc.
 Seminole State College Foundation*
 Seniors First, Inc.*
 Shepherd's Hope, Inc.*
 SoDo District
 South Lake Chamber of Commerce, Inc.
 South Lake County YMCA
 South Lake High School
 Special Olympics Florida, Inc.
 Spina Bifida Association of Central Florida, Inc.
 Sports 4 the Kids, Inc.*
 St. Baldrick's Foundation
 Susan G. Komen Central Florida
 The Albin Polasek Museum & Sculpture Gardens, Inc.
 The Center For Independent Living, Inc.*
 The Center for Multicultural Wellness and Prevention, Inc.
 The Christian Sharing Center, Inc.
 The Finley Project, Inc.
 The Foundation for Seminole County Public Schools, Inc.*
 The Gift of Swimming, Inc.
 The Jewish Federation of Greater Orlando, Inc.

The Leukemia & Lymphoma Society, Inc.*
 The Mental Health Association of Central Florida, Inc.
 The Negro Spiritual Scholarship Foundation, Inc.
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 The West Orange Junior Service League, Inc.
 Town of Windermere
 TransLife Organ & Tissue Donation Services
 UCF Go Baby Go!
 United Against Poverty, Inc.*
 United Arts of Central Florida, Inc.*
 United Cerebral Palsy of Central Florida, Inc.*
 United Medical Corporation
 United Negro College Fund Orlando*
 United Way of Lake and Sumter Counties, Inc.
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 Valencia Foundation*
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 West Orange Habitat for Humanity, Inc.*
 West Orange Healthcare District
 Winter Garden Arts Association
 Winter Garden Heritage Foundation, Inc.*
 Winter Garden Police Athletic League, Inc.
 Winter Park Chamber of Commerce, Inc.*
 Winter Park Day Nursery, Inc.*
 Woman's Club of Ocoee, Inc.
 Workforce of Central Florida, Inc.
 YMCA of Central Florida*
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*Denotes Orlando Health board representation





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