

# CIR '24

## Community Impact Report



ORLANDO HEALTH®

Extending  
Care,  
Expanding  
Impact



At Orlando Health, every expansion we undertake, every partnership we form and every innovation we embrace is driven by a singular mission: to elevate the health and well-being of the communities we serve.

This year's Community Impact Report reflects the powerful intersection of clinical innovation, infrastructure growth and the strategic partnerships that enable us to reach far beyond our hospital walls. Within these pages, you'll discover stories that demonstrate how Orlando Health is extending care into new and needed places – both geographically and clinically.

You'll learn how new facilities are transforming access to care in fast-growing communities, including our state-of-the-art Orlando Health Lake Mary Hospital, and expanded services across Seminole and Osceola counties. You'll read how clinical advances in areas like oncology and maternal care are redefining what's possible for patients through research-driven treatments and leading-edge technology. And you'll see how Orlando Health's partnerships with local schools are building bridges, from school-based health programs to sideline support, ensuring students and staff have access to high-quality care close to home.

You'll also discover how Orlando Health is expanding, bringing its mission and trusted name to new regions through the acquisition and integration of hospitals in Alabama and along Florida's east coast. This thoughtful approach, one that values partnership and responsiveness, is at the heart of each Orlando Health expansion.

Together, these stories highlight how Orlando Health's growth is never just about getting bigger, it's about being better, smarter and more connected to the people and places we're honored to serve.

As we look to the future, our commitment remains clear: to bring compassionate, innovative and accessible care to every corner of our communities and beyond.

**David Strong**  
*President and CEO*  
*Orlando Health*



### Highlighting Orlando Health Community Impact

This report highlights grant recipients from the Orlando Health Community Grant Program, which is supported and managed by the Community Benefit Department. This report also highlights Orlando Health's total impact to the community through community benefit efforts and investments.

CIR '24 is produced by the Office of External Affairs and Community Benefit.

For more information on the Orlando Health Community Grant Program, contact [CommunityBenefit@OrlandoHealth.com](mailto:CommunityBenefit@OrlandoHealth.com).

**On the cover:** Ohme Entin (center), president of Orlando Health's east region with Damaris Torres and Kelly Rightmire in front of Orlando Health Melbourne Hospital.

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## Highest quality of care and service in everything we do

Orlando Health is a private, not-for-profit, integrated academic healthcare system with \$12 billion in assets under management that serves the southeastern United States – including Florida and **Alabama** – as well as **Puerto Rico**. With corporate offices in Orlando, Florida, the system provides a complete continuum of care across a network of medical centers and institutes, community and specialty hospitals, physician practices, urgent care facilities, skilled nursing facilities, home healthcare, and long-term and behavioral health care services. Founded more than 100 years ago, Orlando Health's mission is to improve the health and the quality of life of the individuals and communities we serve.

### 46 Hospitals and ERs

17

Hospitals

10

Free-Standing ERs

9

Hospital Care at Home

IN DEVELOPMENT

4 Hospitals

6 Free-Standing ERs

#### CENTRAL FLORIDA

Orlando Health Advanced Rehabilitation Institute

Orlando Health Arnold Palmer Hospital for Children

Orlando Health Dr. P. Phillips Hospital

Orlando Health – Health Central Hospital

Orlando Health Horizon West Hospital

Orlando Health Jewett Orthopedic Institute

Orlando Health Lake Mary Hospital

Orlando Health Orlando Regional Medical Center

Orlando Health St. Cloud Hospital

Orlando Health South Lake Hospital

Orlando Health Winnie Palmer Hospital for Women and Babies

#### WEST FLORIDA

Orlando Health Bayfront Hospital

#### EAST FLORIDA

Orlando Health Melbourne Hospital

Orlando Health Sebastian River Hospital

#### ALABAMA

Baptist Health Brookwood Hospital

Baptist Health Citizens Hospital

Baptist Health Princeton Hospital

Baptist Health Shelby Hospital

Baptist Health Walker Hospital

#### PUERTO RICO

Doctors' Center Hospital Orlando Health – Bayamón

Doctors' Center Hospital Orlando Health – Carolina

Doctors' Center Hospital Orlando Health – Dorado

Doctors' Center Hospital Orlando Health – Manati

Doctors' Center Hospital Orlando Health – San Fernando de la Carolina

Doctors' Center Hospital Orlando Health – San Juan

### An extensive network of physicians representing more than 100 specialties and primary care.

- Rehabilitation services
- Cancer institutes
- Heart and vascular institutes
- Imaging and laboratory services
- Wound care centers
- Physician offices for adults and pediatrics
- Skilled nursing facilities
- Inpatient behavioral health facility
- Home health services in partnership with LHC Group
- Aesthetic and reconstructive surgery, colon and rectal care, digestive health, weight loss and bariatric surgery
- Urgent care centers in partnership with FastMed Urgent Care

### Specialty hospitals dedicated to children, women and babies

19,712 BABIES BORN



### Our Expertise

- Cancer Care:
  - A **MAJOR** cancer institute
- Digestive Health
- Heart and Vascular:
  - The area's **FIRST** heart program
- Neonatology and Women's Health
- Neurosciences
- Orthopedics and Sports Medicine
- Pediatrics
- Primary Care
- Surgery



### Central Florida's ONLY Level I Trauma Center

7,135,491 Outpatient Visits\*

608,163 Emergency Visits\*\*\*\*

10,561 Trauma Cases\*\*\*\*\*

167,982 Patient Admissions\*\*

119,202 Surgeries\*\*\*\*\*

3,487 Beds\*\*\*

One of Central Florida's Largest Employers

30,220 Team Members  
3,320 Unique Physicians

A Statutory Teaching Hospital System

One of 6 major teaching hospitals in Florida

116 Faculty Members

30 Fellowship Programs

10 Residency Programs

374 Medical Residents

7 Pharmacy Residency Programs

\*Includes hospitals, physician enterprises, imaging centers, ambulatory surgery centers and CareSpot. Excludes emergency and women's triage. \*\*Excluding newborns. \*\*\*Licensed acute beds and skilled nursing licensed beds. \*\*\*\*Excludes Orlando Health Winnie Palmer, Orlando Health South Lake and Orlando Health Bayfront women's triage emergency room visits. \*\*\*\*\*Level 1 only. Does not include Level 2 trauma at OHBH. \*\*\*\*\*Excludes labor and delivery surgeries.

### \$268,466,387 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.

+ \$135,650,309

Community Benefit Programs and Services

+ \$396,125,474

MEDICAID and other Means-Tested Programs Shortfalls\*\*

\$800,242,170

Total Community Benefit

+ \$341,108,864 MEDICARE Shortfalls\*\*

+ \$81,625,190 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.

+ \$1,313,877

Community-Building Activities

Community-building activities include programs that address the root causes of health problems, such as poverty, homelessness and environmental problems.

+ \$764,662,000

Capital Investment\*\*\*

Investments to increase overall access to improve the health and the quality of life of the individuals and communities we serve.

Total Community Impact\*\*\*\*  
\$1,988,952,101

\*Based on: A Guide for Planning & Reporting Community Benefit, Catholic Health Association (CHA) of the United States, 2022 edition.

\*\*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.

\*\*\*Capitol investments are not classified as community benefit by the IRS.

\*\*\*\* This report is a summary of Orlando Health's federal filings and additional investments that improve overall access to the communities we serve. Financials for Doctors' Center Hospital Orlando Health not included in this total.

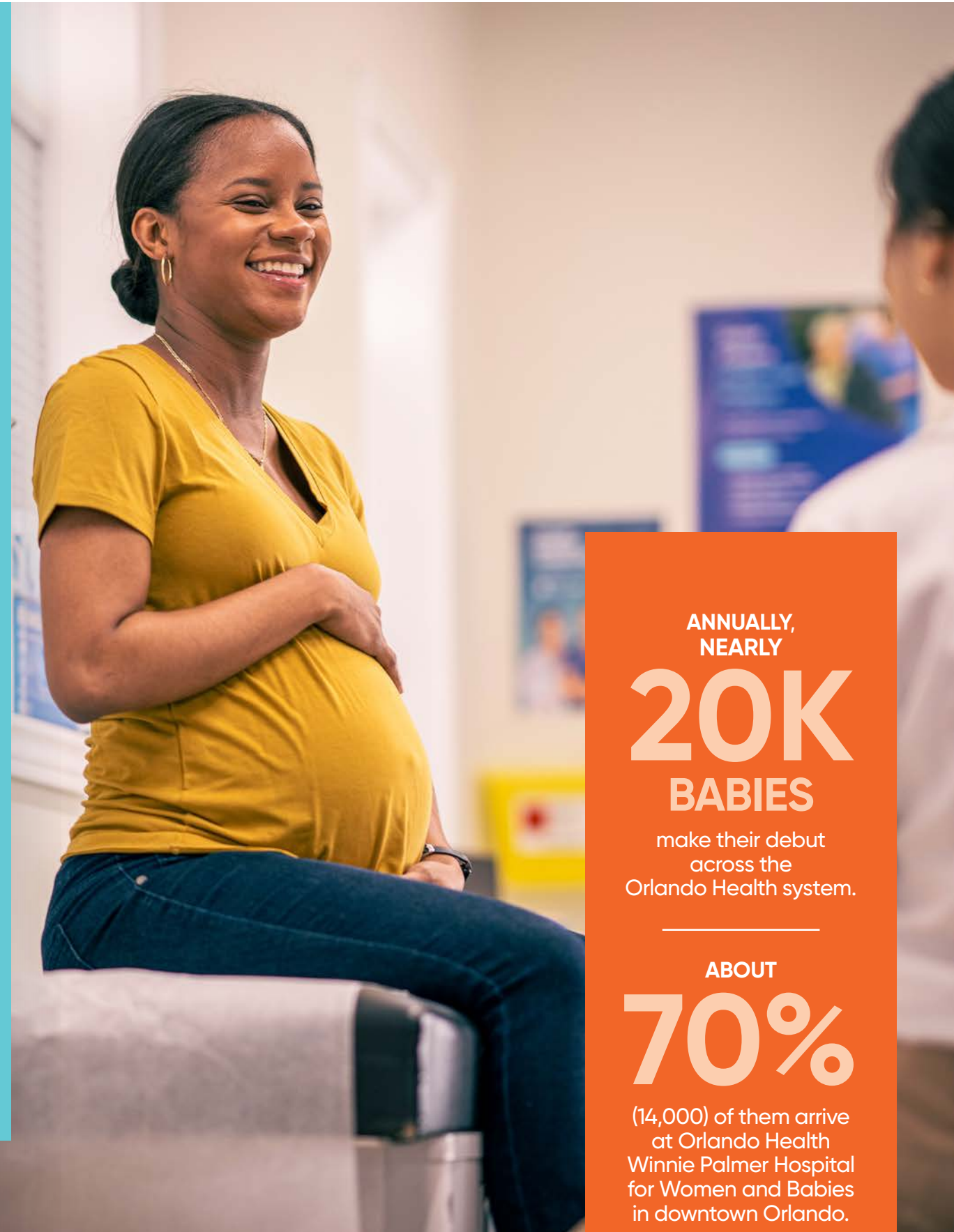
# Delivering Compassion and Clinical Excellence

**F**or some mothers, childbirth is a breeze. They sail through their pregnancy and, nine months later, deliver a healthy baby.

For others, it's more complex. Their baby may need delicate surgery while still growing in the womb to ensure a healthy future. Mom may suffer prenatal or postpartum complications that demand consistent monitoring. All need access to convenient, high-quality care.

Through Orlando Health Women's Institute, Central Florida residents can find the comprehensive, technically advanced maternal care they need and a staff of compassionate clinicians to help them navigate the unknowns of pregnancy, childbirth and life with a newborn.

Its world-class facilities across the region reflect the dedication of Orlando Health Women's Institute to women of all ages with a focus on reproductive and breast health. The institute's physicians, surgeons and specialists provide a range of services, including obstetric and gynecology care, minimally invasive surgery, high-risk pregnancy care, urogynecology and pelvic health, and breast and gynecological cancer treatment. Leaders at the institute develop programs that benefit mothers across the region like the one that has significantly reduced severe maternal morbidity by using telehealth and targeting postpartum hypertension.



ANNUALLY,  
NEARLY  
**20K**  
BABIES

make their debut  
across the  
Orlando Health system.

ABOUT  
**70%**

(14,000) of them arrive  
at Orlando Health  
Winnie Palmer Hospital  
for Women and Babies  
in downtown Orlando.

## Here We **GROW** Again

As Central Florida continues to grow at record rates, Orlando Health has been intentional in locating new services and facilities in areas with demonstrated need.



**Dr. Anjali Vyas**

"To ensure best outcomes, we have been purposeful in creating well-placed access points within our communities," says Anjali Vyas, MD, senior vice president of Orlando Health and president of Orlando Health Winnie Palmer Hospital for Women and Babies, a part of Orlando Health Women's Institute. "And we make sure to staff these with trusted physicians and advanced practitioners who reflect that community's culture."

For Orlando Health Women's Institute, that means investing in new facilities in Lake and Seminole counties with a focus on maternal health. The result is Orlando Health South Lake Hospital Center for Women and Babies and the new Orlando Health Lake Mary Hospital Center for Women and Babies.

Orlando Health South Lake Hospital Center for Women and Babies was recently expanded, nearly doubling in size to include seven new labor and delivery beds, fifteen new postpartum suites and space for a future level II neonatal intensive care unit. The expansion was completed in early 2024. As part of the campus expansion project, the hospital opened a 5-story patient tower with multiple specialty practices on the first floor under the Orlando Health Women's Institute umbrella, including the Center for Maternal-Fetal Medicine, Center for Urogynecology, Center for Minimally Invasive Gynecologic Surgery, Orlando Health Cancer Institute Breast Care Center and Orlando Health Cancer Institute Gynecological Cancer Center.

A comprehensive acute-care facility, newly opened Orlando Health Lake Mary is outfitted with a state-of-the-art labor and delivery department. It features six private suites with amenities such as a hydrotherapy tub for laboring, shower, recliner, adjustable bed with a squat bar and advanced equipment for monitoring mom and baby. A smart board integrates patient and nurse information.

"With these expansions, we look at our capital planning as community development," says Dr. Vyas. "Our teams understand the importance of building community relationships and trust. And we listen so we can build the programs that specifically serve residents the best."

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## High Risk, High Reward

Specialists at Orlando Health Women's Institute Fetal Care Center are pioneers in procedures for complicated pregnancies. The center offers several comprehensive services to expectant mothers with high-risk diagnoses and obstetric concerns.

Here, acclaimed experts advance surgical innovation with leading-edge treatments for the most complex fetal cases, including in utero surgeries for spina bifida; ultrasound-guided, needle-based therapy for fetal blood transfusion; and fetoscopy-based therapy for twin-to-twin transfusion syndrome.



"There is great depth and breadth of skill here at Orlando Health," says Emanuel (Mike) Vlastos, MD, director of Orlando Health Women's Institute Fetal Care Center. Dr. Vlastos is an internationally recognized specialist who diagnoses and treats fetal anomalies, and performs fetal procedures and surgeries pre-birth.

In 2018, Orlando Health became one of the few healthcare systems in the Southeast to repair severe spina bifida in utero to qualified patients.

The surgery enables highly skilled specialists to repair delicate spinal defects while the baby is still in the womb and results in the child having a chance for a more mobile life.

In 2024, specialists reached a milestone, performing the center's 50th such repair in utero. "It's an exciting time to be involved in the advancement of pediatric care at Orlando Health," says Samer K. Elbabaa, MD, chief of pediatric neurosurgery and president of Orlando Health Children's Neuroscience Institute. "New treatments in highly specialized fetal surgery and in utero neurosurgery bring hope and life-changing health outcomes to children and their families."

Dr. Elbabaa often scrubs in on these complex surgeries with colleague Cole D. Greves, MD, a board-certified, maternal-fetal medicine specialist and fetal surgeon who is co-director of the Fetal Care Center. "The management of fetal conditions that are amenable to intervention through complicated surgical techniques requires a very coordinated multidisciplinary team from diagnosis to delivery," says Dr. Greves, who also serves as director of complex fetal care at Orlando Health. "Very few fetal care centers offer the full spectrum of services and the sophisticated level of care that we can provide for mothers and babies experiencing high-risk conditions. We are constantly refining our percutaneous and open fetal surgical techniques to best address anomalies that can be repaired in-utero." What we do is high risk, but also high reward," says Dr. Greves. "When you see the patient's smile that stems from a positive outcome for their baby that they wouldn't have had without our team, that's a pretty good day."

### IN TOUCH WITH COMMUNITY

## Grant Powers Telehealth Program to Reduce Maternal Complications

In addition to convenient locations and top-notch specialists, Orlando Health delivers compassionate care through grant programs and community partnerships in areas with limited resources.

A \$2.4 million grant from the Florida Department of Health helped Orlando Health Women's Institute develop a program to reduce severe maternal morbidity using telehealth and targeting postpartum hypertension. Making telehealth appointments around the new mother's schedule removed barriers to care, enabling participants to connect with their providers from home at a time convenient for them.

"Often our participants are taking care of their baby alone while trying to maintain their own health and household without many resources," says Lori Boardman, MD, executive director, Orlando Health Women's Institute Center for Maternal Health. "So, we flipped the traditional scheduling narrative and worked to find times convenient to our moms, even if it was outside the normal 9-to-5 framework. It took away the worry of finding childcare or transportation to the hospital."

Nurses screen and assess each patient's needs prior to giving birth, then send them home with blood pressure cuffs and scales supplied by Orlando Health. New mothers are monitored before they leave the hospital, then twice weekly until their baby's first birthday. During telehealth visits, nurses check for hypertension, touch base on the mom's mental and physical health, check cesarean incisions, and answer questions



"What really stood out was the impact on our severe maternal morbidity rates, which dropped from 5.6% in the pilot year to 2.7% in the second."

- Lori Boardman, MD,  
Executive Director  
Orlando Health Women's  
Institute Center for  
Maternal Health

about depression, anxiety, breastfeeding and other concerns.

"Compliance was 90%, and the postpartum readmission rate dropped by 29%," says Dr. Boardman. "But what really stood out was the impact on our severe maternal morbidity rates, which dropped from 5.6% in the pilot year to 2.7% in the second."

The pilot was so successful that the grant was extended to three years and expanded to support more mothers. Nine community partners amplify the community outreach with access to food and nutrition education, midwifery care, and mental and behavioral counseling services.

The connection, while seemingly brief, is powerful. "We're here to offer support and improve the quality of life in the maternal community we serve," says Jessica Tam, clinical quality project manager for the maternal telehealth program.

Tam saw a former patient of the program at Orlando Health's high-risk pregnancy clinic. The woman was five months pregnant and in need. "She had suffered a prior fetal demise, and was apprehensive and worried about several things," says Tam. "She was worried about this baby, she had other children to support, holidays coming, no maternity clothes. She was vulnerable enough to share her story with me."

Acting quickly, Tam connected with Orlando Health community partners who delivered Christmas gifts for her children and maternity clothes for her. Helping new mothers succeed benefits team members, too, she says. "Watching her face light up when I told her, 'Hey, this is what we can do for you,' filled my cup," says Tam. "We learn so much from our mothers like her, just as they learn from us. We are so lucky because these women reach out and really touch our hearts, too."



Left to right: Orlando Health Sports Partnerships Manager Brett Reynolds, West Orange High School Athletic Trainer Matt Laws and Orlando Health Sports Medicine Supervisor Barrett Jones.

# ORANGE COUNTY JEWETT

# W

hen Matt Laws says Orlando Health saved his life last year both on and off the football field, he means it literally.

In August 2024, the 42-year-old head athletic trainer at West Orange High School suffered a heart

attack the day before school started. "My heart attack didn't just impact me and my family, it impacted our teams," says Laws, whose wife, Jennifer, is the school's other athletic trainer.

As the official medical provider and healthcare partner for the Warrior Nation, Orlando Health immediately stepped in to fill those gaps. It's an example of the many ways the regional healthcare leader supports students across one of the nation's largest public school systems.

At West Orange High, Brett Reynolds, Orlando Health sports partnerships manager, and Barrett Jones, Orlando Health sports medicine supervisor, jumped in, providing coverage for the first weeks of football practices and volleyball games.

"They covered everything I would do daily," says Laws, who had lifesaving heart surgery at Orlando Health Dr. P. Philips Hospital. "Our students didn't miss a beat. Coaching staff had support. Brett and Barrett alleviated our stress because they wanted to help, not because they had to. It was amazing."

Orlando Health partners with 20 Central Florida high schools, including West Orange High School in Winter Garden, to deliver medical support and healthcare providers for almost 30,000 student athletes.

"Many Orange County public schools are understaffed, with one athletic trainer to manage the needs of up to 1,500 student athletes," says Jones. "We want to meet our schools where they need us so we can be the best resource for them beyond the walls of our hospitals."

For some schools, that's event coverage, training room assistance or rehab support. Orlando Health sports physicians are on the sidelines during varsity games to assist athletic trainers. If someone gets injured, they can be evaluated immediately on-site, whether it's an athlete, band member or fan.

For other schools, it might mean bringing anatomy and biology classes to the Orlando Health Jewett Orthopedic Institute's bioskills lab in downtown Orlando for a lecture and hands-on experience. Or having players tested for a preseason baseline on range of motion and strength by the institute's performance health team.

Orlando Health team members also build relationships with the students they serve. "Our athletes know Orlando Health is invested in them because they're present on the sidelines and in the clinics," says Laws. "When they're with us, they're high-fiving team members when they score, fist-bumping them. We all see Orlando Health as much more than a medical provider. They're family."

### Off the Field

Orlando Health's impact on campus extends beyond the athletic fields. "We are intentional when we go into schools to create a program specific to their needs," says Reynolds. "We don't just come in, put a poster on the wall and leave. We interact within the school on a day-to-day basis with a goal of healthier students and athletes."

Orlando Health expedites healthcare access for students, helps parents navigate insurance, offers a VIP

## KEEPING SCHOOLS HEALTHY, TOGETHER

hotline, provides continuing education for school trainers and outfits student athletic trainers. "The VIP hotline enables athletes to schedule \$20 team physicals or quickly get into the great network of Orlando Health physicians for orthopedic injuries and concussions," says Laws. "Parents like it."

The \$20 paid for the physicals is returned to the school as a \$20 donation to the athletics program. "Through our system, we take in the funds and return them right back to the athletic department," says Ultima Espino, Orlando Health senior director of sports partnerships. "We try to make healthcare accessible and less intimidating, while also exposing students to different sports medicine careers like physical therapy and rehab professionals."

### Healthcare on Campus

At Jones High School, Orlando Health supports students through on-site healthcare. Since 2023, a nurse practitioner's role at the Orlando high school has been funded in part by a \$50,000 grant from Orlando Health's community grant program.

Kimberly O'Brien, a family nurse practitioner, is the face of that initiative. During the three days a week she's on campus, O'Brien is available to support the healthcare needs of the 1,700 students, plus faculty and staff, in her  
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Reynds and Jones with Matt and Jennifer Laws at West Orange High School's last football game of the season.

"Our athletes know Orlando Health is invested in them because they're present on the sidelines and in the clinics. When they're with us, they're high-fiving team members when they score, fist-bumping them. We all see Orlando Health as much more than a medical provider. They're family."

- Matt Laws  
West Orange High School  
Athletic Trainer

school office. She can provide physicals, as well as diagnose and treat non-emergencies, making access to care quick and convenient.

"It's unusual to have a nurse practitioner in an Orange County public school. Their advanced training enables them to do more, greatly benefiting the school and affecting student wellness," says Pam Flaherty, an APRN with Healthcare Providers of Florida who oversees O'Brien's role. That organization has been providing primary care services in schools for over 20 years.

"With my position, we can keep everyone in class," says O'Brien. "Nobody has to leave for half a day to get a physical or have someone check their ear or look in their eye or at their throat or write a prescription. They can just run down to my office. And all our services are free."

Easy access to care on campus also helps decrease emergency room visits for minor issues. "Nurse practitioner O'Brien provides access to an essential need that affects our students' well-being – without them having to worry about transportation or cost," says Frederick Corn, assistant principal at Jones High School. "Our ZIP code contains households with the lowest gross income in Orlando. Many people don't have cars. But there's a school bus to school every day. And a nurse practitioner here, so they don't have to worry about getting a child to the doctor."

"That's a really big deal for us," adds Corn. "Something as simple as getting a physical to enable a student access to a sport or band provides opportunities for these kids to use skills that they have outside the classroom to better their life. It's a simple service that may have just changed the course of that child's life, thanks to Orlando Health funding this position."



## Scrubbing In at Elementary Schools

Realizing that habits are best established young, Orlando Health launched **Scrubs Wellness Clinics** last year to help excite younger students on the importance of a healthy lifestyle. The clinic's namesake is Orlando Health mascot Scrubs, a friendly, fluffy dog dressed like a doctor. He joins team members from Orlando Health and community partners to engage with elementary

school students on how they can become a little healthier.

Concepts include preventing injuries, exercise, nutrition and mental wellness. Healthy habits like hand-washing and toothbrushing are covered, along with safety tips for bike riders and pedestrians. "We come into the school to show students a variety of skills about how to stay safe and healthy," says Dawn Willis, Orlando Health community relations manager. "How to really wash their hands, of course, but also the importance of getting outside, exercising, stretching and why it matters."

Students participate through music, dance, videos and group activities. Goody bags stuffed with information, toothpaste and toothbrushes also are provided. "Scrubs clinics enable us to collaborate with the community to bring our message to the schools in a way that's fun," says Courtney Gleaton, Orlando Health community relations specialist. "The kids love it, and hopefully we can instill some safety and wellness habits that will last them a lifetime."





Roughly one of every three women (39.0%) and men (39.9%) will develop some type of cancer in their lifetime.

There have been notable improvements in survival for most cancer types due to earlier detection and/or advances in treatment. Overall cancer survival has increased from 49% in the mid-1970s to 69% for diagnoses during 2014-2020.

Source: American Cancer Society – Cancer Facts & Figures 2025

# INNOVATING HOPE WHILE EXPANDING CANCER CARE

Toni English is alive today thanks to an innovative cancer therapy pioneered by the highly skilled specialists at Orlando Health Cancer Institute.

In 2015, English was diagnosed with a rare, aggressive form of skin cancer typically found in the nasal cavity and sinuses called nasal mucosal melanoma. Initially given just six months to live, she fought back hard with surgeries and radiation. The following year, however, the cancer returned, infiltrating her brain, lungs and kidney. This grim diagnosis offered low survival rates.

About the same time her cancer metastasized, English learned she was going to become a grandmother. A woman of strong faith, she considered the news a "God wink" of inspiration. She and her husband moved to Florida to be closer to family.

That move, and a consultation at Orlando Health Cancer Institute in 2018, changed the direction of her disease.

Specialists at the institute enrolled English in a phase 2 clinical trial for a novel tumor-infiltrating lymphocyte (TIL) therapy designed to treat late-stage melanoma. English's own cancer-specific T-cells were

supercharged and multiplied into billions of warrior cells to combat disease, then infused back into her bloodstream to reenergize the immune system.

Within months following her one-time infusion, English's tumors had disappeared. "At the six-month checkup, scans showed all cancer was gone," says English.

Six years later, she remains cancer-free, enjoying her young grandson while advocating for and supporting others facing mucosal melanoma. "I can't give enough accolades" to the cancer institute, says English. "From the moment I made that first phone call explaining what I needed, it was the most incredible experience."

## Building on Clinical Success

In February 2024, the U.S. Food and Drug Administration (FDA) approved the innovative TIL therapy that saved English's life, opening the door for other patients seeking the revolutionary treatment. "Orlando

Health led on TIL from clinical trial through to FDA approval," says Rafael R. Mañón, MD, president of Orlando Health Cancer Institute. "We were the first to offer this treatment commercially, and our team continues to participate in further lifesaving research and advancements."

The institute has more than 100 trials in its portfolio, including several ongoing clinical studies investigating therapies for non-small-cell lung carcinoma. "We are a large, nationally recognized cancer research center known for its leadership in being first with novel treatments, advanced technology and next-generation research," says Lindsay Jacques, senior director of strategic initiatives and innovation at Orlando Health Cancer Institute.

"We were the first in Central Florida with TIL, the first with proton cancer therapy, first with Ethos" scanning technology," says Jacques. "Our patients understand and appreciate that we are the first with many novel therapies."

In addition to building a robust repertoire of innovative therapies and subservices, the institute has grown its geographic footprint. Over the past four years, it has expanded to 23 cancer care locations throughout Central Florida and doubled its number of physicians to 105. This has enabled 70% of care to be completed in the outpatient environment.

"Cancer treatment is not easy," adds Jacques. "You're coming here day after day for grueling treatments that often make you feel worse to help you get better. Our regional growth focuses on bringing care closer to our patient's home. We manage, lead and

*Continued next page*

## CANCER INSTITUTES

make decisions at a local level in communities like Lake Mary, Dr. Phillips and St. Cloud, while behaving like the large system we are with patient access to all our institute specialists, regardless of where treatment is received."

### Early Diagnosis Means Better Prognosis

In 2024, more than 2 million Americans were diagnosed with cancer. Almost one-third of them succumbed to the disease, according to data compiled by the American Cancer Society. Research suggests that about 50% of cancer cases and deaths are preventable.

Offering leading-edge treatment protocols in modern facilities convenient to patients is important. Equally vital? Building connections in the community with educational programs and preventive screenings designed to detect cancer early.

To raise awareness, Orlando Health brings its bright orange-and-white energy to a variety of events across the region – health fairs, mobile lung cancer screenings, 5K races and wellness walks, panel discussions, resource fairs and educational events at block parties, businesses and school campuses.

"We understand that the impact of an influential, excellent cancer institute like ours starts in the community – before someone ever becomes a patient," says Zilipah Cruz, MSN-RN, senior director for the navigation, survivorship and outreach oncology service line, Orlando Health Cancer Institute.

When it comes to cutting cancer risks, the adage about "an ounce of prevention being worth a pound of cure" makes a lot of sense to Nicole Santapola, BS, CNE. As the program manager for cancer prevention and outreach for Orlando Health Cancer



"We bring screening and teaching resources to each community based on demographics."

– Nicole Santapola, BS, CNE,  
Orlando Health Program  
Manager for Cancer  
Prevention and Outreach

Institute, Santapola educates and empowers Central Floridians on the disease.

"We bring screening and teaching resources to each community based on demographics," says Santapola, who fine-tunes the message based on data from the region's community health needs assessment and cancer registry, as well as the American Cancer Society and Florida's state cancer plan.

"Data drives our approach," agrees Cruz. "Understanding a neighborhood's specific health challenges and demographics enables us to provide preventive messaging in a way it can best be put to use."

### Creating Community

To create further impact, the institute has formed key partnerships with community organizations. Teaming up with the American Cancer Society to increase breast and lung cancer screenings; partnering with Sister's Network and Alpha Kappa Alpha Sorority, Incorporated, to bring a mobile mammogram to communities with little access; and organizing 5K races with groups like the American Lung Association, Colon Cancer Coalition and Pancreatic Cancer Action Network help increase awareness.

Screenings held where people live or work offer convenience and access. For example, quarterly mammogram Saturdays at Orlando Health Winnie Palmer Hospital Women's Imaging has increased the rate of screening by 10% for the hospital system's own employees since the initiative launched four years ago.

"We had a team member who was so busy she hadn't gotten a mammogram in a while," says Santapola. "She kept seeing our notice for mammogram appointments on Saturdays and decided to schedule hers. Her screening discovered early-stage cancer! Even though we all work here and know how important screenings are, finding her cancer drove home to all of us the importance of what we do. Thankfully, we were there and made it convenient for her to get screened."

## COMMUNITY INVESTMENT



# Care That Knows No Boundaries

For more than a century, Orlando Health has invested in keeping its communities healthy. Over the years, the private, not-for-profit healthcare system that started in an Orlando orange grove has grown to more than 5,000 physicians and 37 hospitals and free-standing emergency rooms stretching across the Southeast and into Puerto Rico – with more on the way.

In 2024, Orlando Health significantly extended its award-winning, compassionate care with two acquisitions – a hospital system in Central Alabama, and hospitals and physician practices along Florida's east coast. The two deals included eight hospitals total, adding more than 2,000 beds.


"It's exciting to think about these facilities achieving the standard we've established in Central Florida and creating opportunities both culturally and clinically to make a broader regional impact," says Thibaut van Marcke, senior vice president of Orlando Health and president of the Alabama region. "The synergies of increased scale with Florida and Alabama specialists collaborating will greatly benefit our communities in both states and position Orlando Health to drive excellence."

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## COMMUNITY INVESTMENT

### Alabama Acquisitions

In October 2024, Orlando Health purchased Tenet Healthcare's majority interest in Brookwood Baptist Health's Central Alabama hospitals – two located in Birmingham and three others in Jasper, Alabaster and Talladega.

 Under the agreement, Orlando Health manages day-to-day operations in partnership with Baptist Health System while the five hospitals keep the Baptist Health name and remain faith-based.

"Over the past eight years, growth has been a constant at Orlando Health, and we have done it in a very intentional way," says van Marcke. "I look forward to honoring the Baptist Health System's legacy of faith-based care while developing approaches that play to the strengths of our physicians and team members, and building meaningful relationships in the communities we serve."

The partnership creates the only private, not-for-profit system in Central Alabama committed to faith-based care. "As a healthcare system, Orlando Health drives good culture," says van Marcke. "We listen when we partner with the community and physicians to put our focus on quality, efficiency and new services that may have been missing. We want to make a positive impact. Together with Baptist Health, I believe we will provide more comprehensive services to the community, including better access, better quality, better coordination of care."

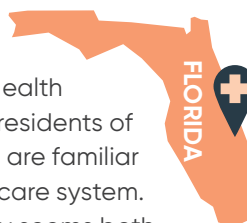
### Expanding Eastward

Also in October 2024, Orlando Health acquired hospitals and



specialty physician practices along Florida's east coast from the Steward Health Care bankruptcy. With no other bidders during the bankruptcy proceedings, the east coast hospitals would have closed immediately as other Steward properties did elsewhere.

"Historically, when Orlando Health comes into a community, we improve the quality of care for everyone's benefit," says Ohme Entin, president of Orlando Health's east region. "We're excited to replicate those successes with these communities in Brevard and Indian River counties."

 Living less than 100 miles from Orlando Health headquarters, residents of the east region are familiar with the healthcare system. "The community seems both hopeful and proud," says Entin. "We're close enough that people recognize our reputation and brand for its high quality and ability to attract the very best team."

Celebrations welcomed these new team members into the Orlando Health family with leadership on hand at all locations to personally meet, greet and answer questions. "Orlando Health

came in the first day with open arms, all bright and orange, with big welcome signs and just brought so much excitement to us," says Kelly Rightmire, an assistant nursing operations manager at Orlando Health Melbourne Hospital. "That excitement just continues to grow."

### Capital Improvements

When it comes to investments, for-profit healthcare systems spend their dollars differently than not-for-profit entities like Orlando Health. "Orlando Health reinvests back into our hospitals and into our communities," says Amy Wheeler, vice president of Orlando Health and chief financial officer for the Alabama region. "We are investing back into these hospitals that may have previously been a little tight on spending money in certain areas."

Dollars were allocated immediately for small, quick investments at Baptist Health that benefited both the community and team members. Furniture such as older beds and bedside tables were quickly replaced. Equipment like vein finders for emergency room clinicians was added to

provide patients with a better experience.

"It's been fun to see how these small investments have created big returns right away in the experiences of our team and our patients," says Wheeler.

Along Florida's east coast, hospitals also have seen expanding services, new tech and physical upgrades. "The change has been good," says Tammy Cortez, nurse manager of medical/surgical units at Orlando Health Sebastian River Hospital. "We had a lot of maintenance issues – broken elevators, no lights in our parking lot so when you went out after your night shift, it was dark. Orlando Health jumped right in and began fixing everything."

Previously, Orlando Health Melbourne Hospital had suffered similar neglect. "We had elevator issues, broken beds, computer problems," says Rightmire. "Now, Orlando Health is upgrading our electronic health records, updating printers and adding other tools to help us better care for patients."

Large-scale projects also are moving forward. Orlando Health has announced a

\$750 million investment in Brevard County, including a new, state-of-the-art hospital and three new free-standing emergency departments.

With its arrival, Orlando Health has created employment excitement in both markets, where the healthcare system's reputation is respected. "People did their research on us," says van Marcke. "We heard from new team members and physicians at Baptist Health that they were particularly impressed by our ability to drive a positive culture, our 'best place to work' designations, and our service line orientation and structure."

Enthusiasm from potential employees in Florida's east region also was positive, resulting in a substantial increase in applicants. "Applications to work here have tripled," says Damaris Torres, pharmacy operations manager at Orlando Health Melbourne Hospital. "Everyone wants to be part of Orlando Health with all the opportunities and growth potential. Their caliber of healthcare and organizational structure all speak for themselves."

"I'm so proud to be part of this team."



Historically, when Orlando Health comes into a community, we improve the quality of care for everyone's benefit."

- Ohme Entin,  
President, Orlando Health's  
east region

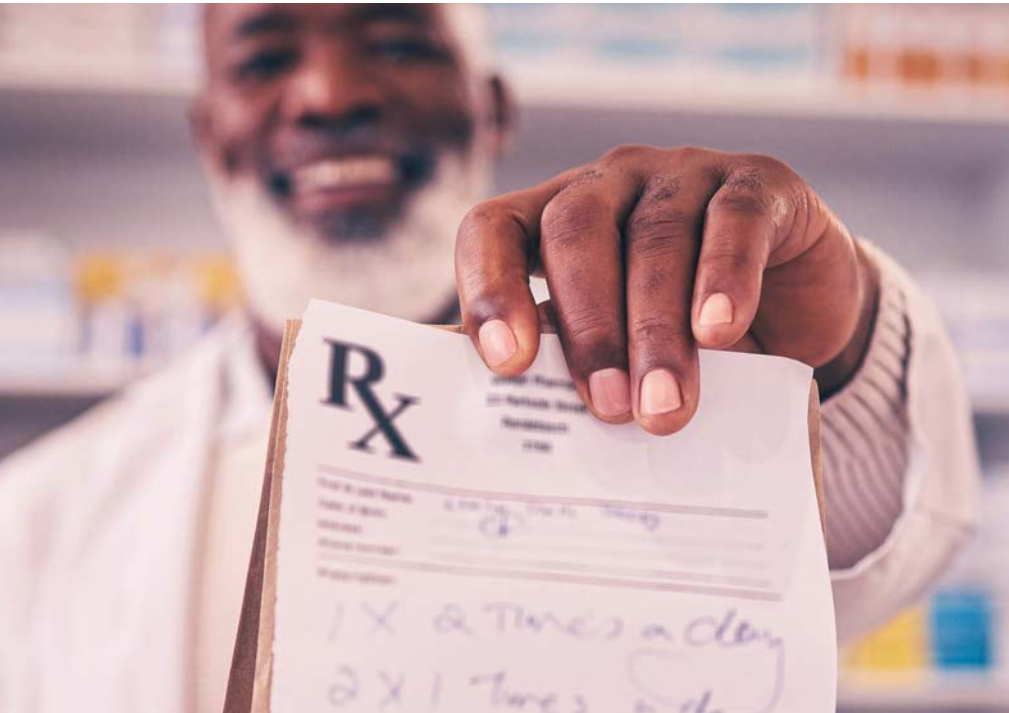
## MEETING COMMUNITY NEEDS Bringing Care Beyond Hospital Walls

aring for a community extends beyond the walls of hospitals and physician offices. In 2024, Orlando Health's impact in the form of charity care, community benefit programs, services and capital improvement topped \$1.7 billion.

"When we go into new markets like Central Alabama or Florida's east coast, we engage those communities right from the start with a listening tour to understand their needs and uniqueness," says Megan Almasi, Orlando Health senior director of community relations. "Addressing community needs speaks to our mission, which is to improve the health and quality of life of the individuals and communities we serve. And we don't just serve them inside the walls of our hospitals. We must serve them wherever they are, provide the right resources and put our mission into action based on community guidance."

Almasi's department works closely with local service clubs, chambers of commerce, economic development agencies, schools, businesses and nonprofit organizations in regions where Orlando Health delivers care. Events like 5K runs for cancer, Light Up the Night, Boo at the Zoo and Pack the Backpack offer opportunities for team members to support local organizations while showing their own corporate spirit.

"Providing good healthcare is more than just physical care in the hospital," says Entin. "It's wrapping our arms around all aspects of community. That's why we support health fairs, offer preventive care and early detection opportunities, partner with school districts, team up with different not-for-profits. We join the Rotary and Kiwanis and the Chambers of Commerce. Our impact on the whole community is important. It's who we are."



# A Prescription for Patient Success

Imagine having to ration your medicine because of the cost. Skipping refills because of financial hardship or a too-costly prescription drug. Choosing between necessary therapy or repairing your car. For many, such healthcare scenarios are real-life choices.

Fortunately, utilizing the benefits of the 340B Drug Pricing Program, Orlando Health offers patients in need of assistance affordable access to care, medications and support services.

Created by Congress in 1992 in Section 340B of the Public Health Service Act, the federal drug pricing program was designed to protect safety-net hospitals from escalating drug prices. The 340B program allows hospitals to purchase outpatient drugs at a discount from pharmaceutical manufacturers

participating in Medicaid, then uses the savings created to address healthcare discrepancies, create life-enhancing programs and provide financial assistance.

### Community Benefits

Designed to stretch scarce federal resources, the 340B program enables Orlando Health to purchase discounted medicine and reinvest the savings to extend services and provide comprehensive care within the community. "The 340B Drug Pricing Program is a critical

government initiative for improving community health by supplementing pharmacy-related costs without government funding," says Chris Snow, federal government affairs and public policy manager for Orlando Health. "Savings generated by the 340B program help us support the cost of providing essential services, programs and prescription drugs for those who need them most."

The program assists patients limited by financial difficulties, insurance issues, life situations or factors such as waiting for insurance coverage to begin. Many patients served by 340B are covered by Medicaid or Medicare, are uninsured, or are unable to pay high deductibles and costly copays.

"The 340B program doesn't cost taxpayers anything," says Snow. "But the benefits it generates touch the whole community."

### Providing Important Impact to the Community

In 2024, the 340B program generated \$189 million in savings for Orlando Health. The overall cost savings are used broadly throughout the organization to develop community health programs, provide services to those with challenging disorders, and deliver free and low cost medications for the hospital system's patients.

#### Specific examples include:

- \$1.07 million for **43,744 prescriptions dispensed** to 12,878 patients in the Discharge Support Program
- **218,693 outpatient scripts filled** for home medications
- **Four pharmacists** employed to support the enhanced medication education program

Hospitals participating in the 340B program take part in rigorous reporting and auditing to ensure

they are compliant with federal requirements. An Orlando Health steering committee made up of senior leadership provides precise internal oversight of its 340B program. The committee meets regularly to confirm all state and federal government requirements, regulations and guidelines are appropriately applied and met.

"We take compliance very seriously," says Jeff Oliver, vice president, chief pharmacy officer for Orlando Health. "We have a steering committee that oversees 340B, making sure we are in compliance with federal standards while providing the clinical care coordination necessary for patients in our community."

In his position, Oliver is responsible for the overall strategy, planning, implementation and development of Orlando Health pharmacy programs. He understands the benefits of the 340B program in enabling Orlando Health to provide crucial services that help patients access healthcare they might not otherwise be able to afford.

"Thanks to the 340B cost savings, we are better equipped to support patients at transition of care with our pharmacists providing patient support to optimize medication therapy management," he says.

### Prescribing Success

Such support is critical for patients suffering chronic, complex disorders such as cancer, heart failure and hemophilia with expensive therapies that often carry high copays or deductibles. Savings through 340B also support the patient-focused financial assistance team that works through prior authorization at the hospital's pharmacies and links patients with financial assistance programs to help defray copays. These critical resources created

with the support of 340B savings are both lifesaving and appreciated by the patients who benefit from them. Orlando Health team members frequently receive thank you notes from patients complimenting pharmacists, pharmacy technicians and financial assistance advocates for helping them access less expensive medication, programs and funding needed to cover a portion of their financial responsibility.

"Our pharmacy team understands the impact they're having on our patients," says Oliver. "And whether they meet in person or just hear a voice on the phone, our patients

understand we are here to help them on their healthcare journey."

Chris Frazier agrees. "I'm overwhelmed almost every day by our patients' gratitude," says Frazier, the patient assistance coordinator in oncology pharmacy services for Orlando Health Cancer Institute. "Copays for cancer drugs can be very high – upwards of \$500, \$1,500, \$4,000 or more. When we can assist patients with some of that financial burden so they can focus on their health, they are just so thankful.

"They tell us there's no way they could afford treatment without us."



New Facilities

**Orlando Health Emergency Room – Waterford**

ER services for adult and pediatrics; 10 exam rooms with the capacity to expand, two resuscitation rooms, diagnostic imaging including CT scan, MRI, ultrasound and X-ray, and a full-service laboratory on-site.



**Orlando Health Medical Pavilion – Institute Square**

Comprehensive range of outpatient services in one convenient location, including cancer care, orthopedics, surgical services and more. The state-of-the-art medical offices and diagnostic centers are designed to provide unparalleled care through innovative partnerships and services, establishing a new standard for healthcare in the region.



**Orlando Health Behavioral Health Hospital**

Comprehensive 144-bed inpatient hospital providing services for adult, children and adolescents suffering from mental health disorders.



**Orlando Health Emergency Room – Lutz**

ER services for adult and pediatrics; 10 exam rooms, imaging suite and lab.



February 2025



**Orlando Health Emergency Room – Longwood**

ER services for adult and pediatrics; 10 exam rooms, imaging suite and lab.

April 2025



**Orlando Health Women’s Pavilion – Institute Square**

A full spectrum of outpatient women’s services including obstetrics, gynecology and fertility, ensuring easier access to continuity of care through all phases of life.

Fall 2025



**Orlando Health Imaging Center – Institute Square**

Outpatient imaging and diagnostic laboratory services to provide fast, accurate and convenient care. Located on the 1st floor of a multi-level parking garage for convenient access and adjacent to Orlando Health Wound Care Center.

2026



**Florida Medical Clinic Orlando Health Wiregrass Ranch Hospital**

Opening with 102 beds and the capacity to expand to 300, the state-of-the-art facility will bring advanced technology and comprehensive care to the area, including cardiovascular care, orthopedics, cancer services and more.

April 2026

Summer 2026



**Orlando Health Emergency Room – North Lakeland**

ER services for adult and pediatrics; up to 24 exam rooms, imaging suite and lab.

June 2026



**Orlando Health Watson Clinic Lakeland Highlands Hospital**

Comprehensive healthcare hub with 300+ inpatient beds, providing award-winning, advanced services across a variety of specialties including cardiovascular care, women’s services, neurosciences, orthopedics and more.

October 2026

At the intersection of capital investment, medical advancement and community partnership, Orlando Health is transforming the future of care across the communities we serve. From innovative specialty hubs like Orlando Health Digestive Health Institute and Orlando Health Women’s Pavilion to new emergency rooms and full-service hospitals in growing communities, these projects reflect our deep commitment to accessible, leading-edge healthcare. Through strategic collaborations and the latest technology, we’re expanding our footprint to meet evolving needs while fostering trusted, local partnerships. Together, we are building healthier communities one investment, one advancement, one connection at a time.

## 2024 Grant Recipients

AIDS Service Association of Pinellas, Inc. dba EPIC

AMIkids Pinellas

Camaraderie Foundation

Central Florida Community Arts

Coalition for the Homeless of Central Florida

Find, Feed & Restore

Foundation for Orange County Public Schools

Gulf Coast Jewish Family and Community Services, Inc.

Healthy Start Coalition of Pinellas, Inc.

Hearts, Hands and Hope

Homeless Empowerment Program

Hope CommUnity Center

Hope Partnership

IMPOWER, Inc.

Libby's Legacy Breast Cancer Foundation

Orange Blossom Family Health

Orlando Health Bayfront Hospital Laboratory

Orlando Health REACH Team

Osceola Community Health Services

Quest, Inc.

Rebuilding Together Tampa Bay

Servant's Heart International Ministry, Inc.

The Howard Phillips Center for Children & Families

United Against Poverty Orlando

United Way of Lake & Sumter Counties

Winter Park Day Nursery, Inc.

Zebra Youth, Inc.

*Organizations above received grant funding in October 2023*

## Community Partners

**B**eyond our programs and services, the true value of our community impact is illustrated best through the relationships we maintain with like-minded organizations.

**By collaborating with more than 450 not-for-profit groups, we are able to have a bigger, more meaningful impact on the Central Florida and East Florida communities.**

100 Black Men of Greater Orlando, Inc.  
 4 Roots Foundation\*  
 4theFutbol Soccer Camp  
 A Gift for Teaching\*  
 Addition Financial\*  
 Adult Literacy League\*  
 Advantage Village Academy  
 African American Chamber of Commerce of Central Florida\*  
 AIDS Service Association of Pinellas, Inc. dba EPIC  
 Albin Polasek Museum & Sculpture Gardens  
 Ali's Hope Foundation\*  
 Always Wear Your Seatbelt Foundation  
 Alzheimer's Association of Central and North Florida\*  
 America's Essential Hospitals\*  
 American Cancer Society\*  
 American Cancer Society - Tampa  
 American College of Healthcare Executives of Central Florida\*  
 American Heart Association - Central Florida\*  
 American Heart Association - Tampa Bay\*  
 American Hospital Association\*  
 American Lung Association\*  
 American Red Cross of Central Florida  
 AMIkids Pinellas  
 Apopka Area Chamber of Commerce\*  
 Apopka Woman's Club, Inc.  
 Arnold Palmer Invitational  
 Arthritis Foundation - Florida Chapter\*  
 Asian American Chamber of Commerce Central Florida\*

Aspire Health Partners, Inc.  
 Association of Corporate Citizenship Professionals\*  
 ATHENA Orlando Women's Leadership, Inc.  
 Auburndale High School\*  
 Autism Society of Greater Orlando  
 Avalon Park Foundation, Inc.  
 Baldwin Park Joint Committee  
 Bears Who Care  
 Bike/Walk Central Florida  
 BISONOW  
 Black History Committee of Orange County  
 Bloom And Grow LLC  
 BNA Sports  
 Boley Centers, Inc.  
 Boone High School  
 Boy Scouts of America - Greater Tampa Bay Area Council\*  
 Boys and Girls Clubs of Central Florida\*  
 Breakthrough T1D Northern Florida Chapter\*  
 Brightline  
 Camaraderie Foundation\*  
 Camp Boggy Creek\*  
 Camp Margaritaville Auburndale  
 Canine Companions for Independence\*  
 Cannonball Kids' Cancer Foundation  
 CareerSource Central Florida\*  
 CareerSource Pinellas  
 Caribbean American Association of Lake County  
 Cashmere Infinity Gibson Foundation Inc\*  
 Catholic Charities of Central Florida

Center For Independent Living of Central Florida\*  
 Central Florida Association of Physicians from the Indian Subcontinent  
 Central Florida Community Arts\*  
 Central Florida Diaper Bank  
 Central Florida Disaster Medical Coalition\*  
 Central Florida Foundation  
 Central Florida Hotel & Lodging Association\*  
 Central Florida Kidney Health Center\*  
 Central Florida Medical Society\*  
 Central Florida Victim Service Network  
 Central Florida Zoo & Botanical Gardens\*  
 Central Healthy Start Coalition  
 Charity Across South Lake  
 Cherrylake Farms  
 Children's Dream Fund, Inc.  
 Children's Home Society of Florida\*  
 Children's Safety Village of Central Florida\*  
 Christian Sharing Center, Inc. dba The Sharing Center\*  
 Christian Service Center of Central Florida  
 City District\*  
 City of Apopka  
 City of Clermont  
 City of Davenport  
 City of Lake Mary  
 City of Lake Mary Fire Department  
 City of Lake Mary Police Department  
 City of Longwood  
 City of Mascotte  
 City of Minneola  
 City of Ocoee\*  
 City of Orlando  
 City of Oviedo  
 City of Pinellas Park  
 City of St. Cloud  
 City of St. Petersburg  
 City of Winter Garden  
 City of Winter Springs  
 City Year Orlando\*

Clean the World  
 Clermont Fire Department  
 Clermont Main Street\*  
 Coalition for the Homeless of Central Florida\*  
 Coca-Cola Apopka  
 College Park Rotary  
 Colon Cancer Coalition  
 Colorectal Cancer Alliance  
 Come Out With Pride  
 Community Foundation of South Lake County\*  
 Community Health Centers, Inc.  
 ConnectED Polk\*  
 CORE Center of Recovery & Exercise  
 Cornerstone Hospice Foundation  
 Crohn's & Colitis Foundation - Central & Northeastern Florida Chapter\*  
 Crossroads Corral  
 Cure AllStars  
 Cure Bowl  
 Cypress Creek High School  
 Cystic Fibrosis Foundation - Central Florida Chapter  
 Dali Museum  
 Daystar Life Center, Inc.  
 Deltona Farmers Market  
 Denn John Middle School Food Market Pantry  
 Detroit Tigers, Inc.  
 Directions for Living  
 Disney  
 Down Syndrome Association of Central Florida  
 Down Syndrome Foundation of Florida  
 Downtown Arts District\*  
 Downtown Orlando Partnership\*  
 Dr. Carter G. Woodson African American Museum  
 Early Learning Coalition of Orange County\*  
 Early Learning Coalition of Seminole County\*  
 East Orlando Chamber of Commerce\*  
 East River High School  
 Eastern Florida State College  
 Edge Systems

Edgewood Children's Ranch\*  
 Education Foundation of Lake County  
 Education Foundation Osceola County\*  
 Eight Waves\*  
 Elevation Scholars  
 Embrace Families  
 EndorFUN Sports  
 Evans High School\*  
 Evara Health  
 Feed Hunger Now  
 Feeding Tampa Bay, Inc.  
 Fellowship of Christian Athletes\*  
 Find, Feed & Restore  
 Firestone Grand Prix - St. Petersburg  
 Florida Chamber Foundation\*  
 Florida Department of Health in Lake County  
 Florida Department of Health in Orange County  
 Florida Department of Health in Osceola County  
 Florida Department of Health in Seminole County  
 Florida Hospital Association\*  
 Florida Medical Clinic Foundation of Caring  
 Florida Policy Project  
 Florida Premier Youth Soccer  
 Florida Puerto Rican Parade  
 Florida Running Company  
 Florida Sports Hall of Fame\*  
 Florida State Minority Supplier Development Council\*  
 Florida Symphony Youth Orchestras\*  
 Florida Youth Soccer  
 Foundation for Orange County Public Schools  
 Foundation for Seminole County Public Schools\*  
 Foundation for Seminole State College\*  
 Frankie Valente Scholarship  
 Freedom High School  
 Freedom Ride\*  
 Friends of Seminole State Forest  
 Full Sail University  
 Garden Theatre\*  
 George Jenkins High School  
 Girls Incorporated of Pinellas

Girls on the Run Central Florida\*  
 Give Kids The World, Inc.  
 Go Full Steam  
 Grace Medical Home\*  
 Greater Orlando Aviation Authority  
 Greater Orlando Spinal Cord Injury Network\*  
 Greater Orlando Sports Commission\*  
 Green Savoree Racing Promotions  
 GROW Healthy Kids  
 Gulf Coast Jewish Family and Community Services, Inc.  
 Habitat for Humanity of Greater Orlando\*  
 Habitat for Humanity Seminole-Apopka\*  
 Habitat for Humanity Tampa Bay Gulfside\*  
 Hapco Music Foundation  
 Harbor Chase  
 Harbor House of Central Florida  
 Harry P. Leu Gardens\*  
 Head for the Cure  
 Health Sciences Collegiate Academy\*  
 Healthy Start Coalition of Orange County, Inc.\*  
 Healthy Start Coalition of Pinellas County, Inc.  
 Healthy West Orange\*  
 Hearing Loss Association of America\*  
 Heart of Florida United Way\*  
 Hearts, Hands and Hope\*  
 Heels to Heal, Inc.  
 Hemophilia Foundation of Greater Florida  
 Hispanic Chamber of Commerce Central Florida  
 Hispanic Chamber of Commerce of Metro Orlando\*  
 Hispanic Chamber of Commerce of Pinellas County  
 Hispanic Heritage Scholarship Fund\*  
 Hispanics of Lake County Association  
 Holocaust Memorial Resource & Education Center\*  
 Homeless Empowerment Program

## COMMUNITY PARTNERS

Homeless Services Network of Central Florida*	Lake Technical College*	National Alliance on Mental Illness Greater Orlando*	Osceola Chamber of Commerce*	Roots & Shoots – The Jane Goodall Institute	St. Cloud Main Street, Inc.*	The Mustard Seed of Central Florida	Walk 4 PICS
Hope CommUnity Center	Lakeland Chamber of Commerce*	National Association Women Business Owners	Osceola Community Health Services	Roper YMCA*	St. Cloud Women's Club Heritage Museum	The Neighborhood Center of South Lake	Water Spring Middle School
HOPE Helps, Inc.*	Lakeland Economic Development Council	National Multiple Sclerosis Society	Osceola Council on Aging	Rotary Club of Dr. Phillips	St. Pete Chamber of Commerce*	The Nurture Place	Waterford Elementary PTA
Hope Partnership*	Lakeland Police Department	National Ovarian Cancer Coalition, Inc.	Otem Collective*	Rotary Club of Horizon West	St. Pete Fire Rescue	The Pinellas Education Foundation	Waterleigh HOA
Horizon High School	Lake-Sumter State College*	Nehrling Gardens	Oviedo-Winter Springs Regional Chamber of Commerce*	Rotary Club of Lake Mary	St. Pete Football Club	The Queen's Court Inc.	We Care of Lake County*
Horizon West Happenings	Leadership Florida	Neptune Middle School Food Market Pantry	Pace Center for Girls - Orange*	Rotary Club of Orlando	St. Pete Innovation District*	The Russell Home	Wekiva High School
Hula Bowl	Leadership Lake County*	New Beginnings of Central Florida*	Pace Center for Girls - Polk	Rotary Club of Sanford	St. Pete Pride	The Society for Diversity in Medicine	West Oaks Elementary School
IMPOWER, Inc.	Leadership Lakeland Alumni Association	New Hope for Kids*	Pancreatic Cancer Action Network	Rotary Club of St. Cloud	St. Petersburg Area Economic Development Corporation*	The Villages High School	West Orange Chamber of Commerce*
Indian American Business Association & Chamber	Leadership Seminole*	New York Yankees – Spring Training	Park Avenue District	Rotary Club of Wintermere	St. Petersburg Arts Alliance	Think Integrated	West Orange Christian Service Center
Indian American Chamber of Commerce	Leesburg Chamber of Commerce*	North Tampa Chamber of Commerce	Parkinson Association of Central Florida*	Rotary Club of Winter Garden	St. Petersburg Downtown Partnership*	Thornton Park District	West Orange Habitat for Humanity*
Integrity Multisport	Leesburg Police Department	Northeast Polk County Chamber of Commerce*	Pathway Homes of Florida	Rotary Club of Winter Springs	St. Petersburg Foundation	Thrive Clermont*	West Orange High School
International Drive Resort Area Chamber of Commerce*	Legacy Events for Education	Oak Hill Elementary School	Pet Alliance of Greater Orlando*	Runway to Hope*	St. Petersburg Free Clinic, Inc.	TopGolf – Orlando, Lake Mary, Tampa, St. Petersburg	West Orange Pop Warner Youth Football League, Inc.
International Medical Outreach, Inc.	Legacy of Leesburg Retirement Community	Oakmonte Village	Phoenix Society*	Safety First PediaAquatics	St. Petersburg Police Department	Town of Montverde	Westminster Towers
Ivanhoe Village Main Street	Legacy Pointe at UCF	Ocoee Police Department	Physician Education & Leadership Fund*	Safety Net Hospital Alliance of Florida*	StarChild Academy	Town of Oakland	Who We Play For
J. Douglas Williams YMCA Family Center*	Leukemia & Lymphoma Society - North Florida Region*	OCPS Academic Center for Excellence	Pine Hills Elementary	SALT Outreach, Inc.*	Starting Right Now	Town of Windermere	WHPB Inc.
Jack & Jill	Libbys Legacy Breast Cancer Foundation	ONYPX Magazine	Pine Hills Seniors	Samaritan Village	Sumter County Chamber of Commerce	Toys for Tots - Pinellas County	Windermere High School
Jamaican American Association of Central Florida	Lie Down OR Stand Up	Orange Blossom Family Health	Pinellas Park Gateway Chamber of Commerce	Sanford Porchfest Corporation	Sumter County Chamber of Commerce	True Health	Windermere Preparatory School
Jimmy Crabtree Cancer Fund	Lifestream Behavioral Center*	Orange Center Elementary School	Pinellas Technical College - St. Pete Campus*	Scouting America Central Florida Council	Sun 'n Fun	Turner Construction	Winegard Elementary School
Joanne W. Charles Memorial Foundation	Lift Disability Network	Orange County Fire Rescue	Police Athletic League of Lakeland, Inc.	Second Harvest Food Bank of Central Florida*	Sunshine Foundation Dream Village	U.S. Hunger	Winter Garden Art Association
John Land Apopka Community Trust*	LIFT Orlando	Orange County Government*	Polk County Public Schools*	Seminole County Chamber*	Sunshine State Athletic Association	UCF Alumni Association*	Winter Garden Heritage Foundation*
Junior Achievement of Central Florida*	Lighthouse Central Florida	Orange County Public Schools*	Polk State College	Seminole County PARCs Foundation*	Swim Life	UCF Athletics	Winter Garden Little League
K-2 Hammer Blue Cycling Group	Live Well Foundation of South Lake*	Orange County Public Schools Foundation*	Posh Rock Tennis Foundation	Seminole County Public Schools*	Synapse Florida	UCF College of Business*	Winter Park Chamber of Commerce*
Keep Orlando Beautiful	Lyles Brothers Sports Foundation	Orange County Regional History Center	Power Baseball Foundation*	Seminole County Sheriff's Office Community Foundation	Taiwan Overseas Community Affairs Council	UCP of Central Florida*	Winter Park Day Nursery, Inc.
Kissimmee Sports Commission	MADD Central Florida	Orange Observer News	Pride Chamber (formerly MBA Orlando)	Seminole High School	Tampa Bay Business Journal	United Against Poverty Orlando*	Winter Park High School
Kiwanis Club of South Lake	Maitland Area Chamber of Commerce	Orchard Hills Homeowners' Association, Inc.	Primary Care Access Network*	Seminole State College*	Tampa Bay Chamber of Commerce*	United Arts of Central Florida*	Winter Park Sidewalk Art Festival*
L3Harris Flight Academy	Make-A-Wish Central and Northern Florida*	Orlando Ballet*	Project Scholars*	Senior Health Expo	Tampa Bay Collard Green Festival, Inc.	United Way of Central Florida*	Women in Healthcare
Lake 100*	March of Dimes	Orlando Business Journal	Prospera (formerly HBIF)*	Seniors First*	Tampa Bay Partnership*	United Way of Lake and Sumter Counties*	Women in Sports and Entertainment
Lake Buena Vista High School	Matt's Mission*	Orlando City SC / Orlando Pride	Puerto Rican Chamber of Commerce of Central Florida	Servant's Heart International Ministry, Inc.	Tampa Bay Rays	University High School	Woodlands at Church Lake
Lake County School District	Meals on Wheels*	Orlando Economic Partnership*	Quest, Inc.*	Sharsheret	Tampa Bay Rowdies	University of Central Florida*	WOW Legacy
Lake County Sheriff's Charities	Mennello Museum of American Folk Art	Orlando Family Stage*	Rebuilding Together Tampa Bay	Shepherd's Hope, Inc.*	Teen Challenge Southeast Region Orlando	University of Central Florida Foundation, Inc. *	XL Academy & Sofive – Winter Park, Lake Nona
Lake Economic Area Development Partnership*	Mental Health Association of Central Florida	Orlando Firefighters Hockey Club	Recovery Connections of Central Florida	Silver Spurs Riding Club	Telemundo	University of South Florida Health	Yale New Haven Health*
Lake Highland Preparatory School	Metro Inclusive Health	Orlando Museum of Art*	Renaissance Charter School at Hunter's Creek	Sisters Network Inc.	The ALS Association Florida Chapter	USA Track & Field	YMCA of Central Florida*
Lake Mary Heathrow Festival of the Arts Scholarship Fund, Inc.	MetroWest Elementary	Orlando Philharmonic Orchestra*	Rescue Outreach Mission of Central Florida*	SoDo District Orlando*	The Center*	USF St. Petersburg	YMCA of Greater St. Petersburg
Lake Mary Heroes Foundation*	Michael's Foundation	Orlando Police Department	Roberto Clemente Foundation	Soldiers' Angels	The Deuces Live, Inc.	Valencia College*	Young Men's Service League - Winter Park Chapter
Lake Mary High School	Midwife Bus	Orlando Sanford International Airport	Rollins College*	Sonata Senior Living Community	The First Academy	Valencia College Horizon Scholars Program*	Zebra Coalition*
Lake Mary Life Publications	MLK Commission (Strengthen Orlando, Inc.)	Orlando Science Center*	Ronald McDonald House Charities of Central Florida*	South Lake Chamber of Commerce*	The Florida Run	Victim Service Center of Central Florida, Inc.*	
Lake Nona Performance Club	Montverde Academy	Orlando Shakes*	Ronald McDonald House Charities Tampa Bay, Inc.	Special Hearts Farm	The French Family Foundation	Victory Cup Initiative	
Lake Nona Regional Chamber of Commerce*	Muscular Dystrophy Association*			Special Olympics Florida*	The Greater Auburndale Chamber of Commerce	Vinik Sports Group	
	My First Tee			Spina Bifida Association of Central Florida*	The James Museum of Western & Wildlife Art	Visit Central Florida	
	Nathaniel's Hope			St. Cloud Area Farmers Market	The Kindred Pride Foundation	Visit Orlando*	
				St. Cloud Greater Osceola Chamber of Commerce*	The Mayflower at Winter Park*	Viste	
						Volusia County Schools	

*\*Orlando Health board or committee representation during FY2024*

connect to health

