



The skill to heal. The spirit to care.®

June 1, 2015

Secretary Elizabeth Dudek
Agency for Health Care Administration
2727 Mahan Drive, Mail Stop 1
Tallahassee, FL 32308

Dear Secretary Dudek,

I am writing to confirm receipt of your May 24 letter requesting information about Florida Hospital's methods of measuring quality and outcomes, and our executive compensation.

Florida Hospital is committed to providing the highest-quality care to our patients, and equally committed to analyzing the outcomes of that care to foster continuous improvement. As required by law, we submit information regarding quality and outcomes to your administration and to the federal government. To allow patients to compare hospitals by quality of care, that information is made public via FloridaHealthFinder.gov and the Medicare.gov hospital-comparison website. With this information at their fingertips consumers can make informed choices about where to obtain the health care services they need. For that reason, links to those sites are provided on the home page of our website, FloridaHospital.org.

The hospital also works closely with its accrediting organizations to ensure best practices are maintained in delivery of care. Florida Hospital reviews key outcome and process measures as well as audit results and the results of past improvement activities. This review occurs across the health system and at each facility in formal committees, as well as informal teams focused on in-depth analysis of data and its root causes. Results that fail to conform to Florida Hospital's goals and strategic plan trigger corrective actions, which are effected through the use of process improvement tools such as Lean and the Plan-Do-Study-Act cycle.

Independent outside organizations including U.S. News & World Report and The Leapfrog Group have taken note of Florida Hospital's high standard of care. For example, Florida Hospital has been rated as the state's top hospital by U.S. News & World Report for the past two years.

Florida Hospital's executive salaries are reported annually on our IRS Form 990. We believe you will find all the information you requested on those publicly available documents.

Florida Hospital supports continued discussion of how best to expand health care coverage to more than 800,000 uninsured Floridians. Expanded coverage is the most compassionate, sustainable and fiscally prudent approach to addressing the needs of the state's uninsured population.

With warm regards,

A handwritten signature in blue ink, appearing to read "Lars Houmann".

Lars Houmann, FACHE
President & CEO
Florida Hospital and Florida Division – Adventist Health System