

May 18, 2015

The Honorable Rick Scott
Governor
State of Florida
400 S. Monroe Street
Tallahassee, Fla. 32399

Dear Governor Scott,

Florida's healthcare industry is at a vital crossroads. The decisions we make today will reverberate for a generation or more, rippling through our wellness, our care models, our economy, and our overall desirability in this highly competitive time.

As the largest public hospital system in the state – and, indeed, one of the largest in the country – Jackson Health System is committed to transparency in that decision-making. Nearly every facet of our finances and operations are publicly available, and we actively share many key reports with our elected officials.

Wherever possible, we have provided verified data to respond to your request. In a few cases – patients referred to collection, lawsuits from patients referred to collection and executive compensation packages – we cannot provide a credible response without more detailed guidance from your office regarding how the response should be calculated.

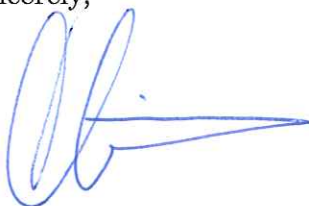
We are owned by Miami-Dade's taxpayers and provide an incredibly wide range of programs and services. Hundreds of thousands of patients are treated at our facilities every year, from chronic disease management among our neediest neighbors to cutting-edge multi-organ transplants sought by international medical tourists.

No other provider can match Jackson's reach and depth. The critical mass of patient volume at Jackson allows us to provide unique programs such as the U.S. Army Trauma Training Center at Ryder Trauma Center; the volume-leading reliability of the Miami Transplant Institute, and the innovative public-private partnership that will allow us to build the new Christine E. Lynn Rehabilitation Center For The Miami Project To Cure Paralysis at UHealth/Jackson Memorial. Our partnership with the University of Miami Miller School of Medicine provides not only cutting-edge medical care, but also the training ground for more than 1,000 future physicians.

Jackson is also the state's largest provider of Medicaid services, as well as a major provider of charity care. Without the ability to close the gap between those costs and the fractional reimbursement that they include, every aspect of our programming would be jeopardized. That's why our team has been

so committed to supporting the state's work toward finding a forward-thinking new model that carries us into the future without imperiling our urgent work today.

Sincerely,

A handwritten signature in blue ink, consisting of a large, stylized 'C' followed by a horizontal line that tapers to a point on the right.

Carlos A. Migoya
President & Chief Executive Officer