

FLORIDA HOSPITAL COLLEGE OF HEALTH SCIENCES

Our Vision

NURTURE
EXCELLENCE
SPIRITUALITY
STEWARDSHIP

2008-2009

annual report



HEALTHCARE *As* MINISTRY



Florida Hospital College of Health Sciences
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HEALTHCARE
As **MINISTRY**

PRESIDENT'S MESSAGE

At Florida Hospital College of Health Sciences we believe in healthcare as ministry. We believe in faith-based education and have encapsulated it into four words that reflect our vision: Nurture, Excellence, Spirituality and Stewardship. These beliefs are biblically based.

The book of Genesis, the first book of the Bible, is about God as the active present agent creating the Universe that you and I survive in. The value and preeminence of man is established from the beginning. Man is God's crowning creation, the manifestation of His highest order. We are left with only one conclusion: that human beings are not only special but were given the responsibility to rule the new creation.

Rapidly the story progresses to the introduction of evil, the result of disobedience to God. Words, such as rebellion, injustice, corruption and depravity begin to overshadow the Biblical story of God's original plan for this world and humanity. A tension develops between good and evil that will find resolution only by the intervention of God.

That resolution is found in the gospel story which is about the healing of humanity – God walking among us, demonstrating what it means to belong to His kingdom. The commission He gives to us is to become His hands that through us others may experience His touch.



Dr. David E. Greenlaw
President / CEO

The sequence is clear: we were created in the image of God; plagued by the results of sin; redeemed by God's gift; sent out to minister to our fellow human beings. Thus, diseases, trauma, aging, deformities, sickness, and death present opportunity for caring. Many wonder whether faith-based organizations should be involved in healthcare and healthcare education? I chose to pose the question differently: How could any organization other than one that is faith-based provide a genuine healing environment? It is human beings who present their needs at the institution of healing and not some disease process. Intrinsic within the term healing is the notion of salvation; our hands doing God's work.

Healthcare is about restoration: that the sick may be made well; that the healthy will be kept in optimal health; that the dying may find comfort. At the very core of healthcare is the opportunity to reveal the character of God by the attitude and actions displayed and performed by the caregiver.

If one believes that, then the question begs to be answered – what would a faith based institution of higher education specializing in Nursing and Allied Health look like? How would the curriculum be affected? What would the measurable outcomes be? What of the campus culture? And how could one produce this type of healthcare provider?

At Florida Hospital College we believe in faith-based education that prepares students to engage in healthcare as ministry. This *Annual Report* will share some of what we have done in the past year to fulfill this mission.

This year's *Annual Report* will give snapshots of the various ways that Florida Hospital College is working to fulfill its Mission. Following a brief summary of some of the major accomplishments of the 2008/2009 school year, the reader will find a series of interviews.

These interviews are transcripts from video presentations made for the campus-wide meetings preceding the 2009/2010 school year. These stories give a taste of the variety of ways the Mission of Healthcare as Ministry was lived out in the lives of members of the College family over the past year. Katie Shaw, the Director of Enrollment Services conducted the interviews.

A brief statistical picture of the College is then given with some analysis of what these data mean. Key indicators of College health are seen in enrollment trends. The College has again experienced significant growth especially in the distance learning arena.

The financial documents and commentary by the Chief Financial Officer provide the reader with a sense of the strong financial status the College enjoys. Included are the Statement of Financial Position, and the Statement of Activities along with charts of various aspects of the financial wellbeing of the institution.

Finally, there is a look to the future. The reader is given a peek at the plans and activities that will be occupying the College over the next several years.

Academics

- Both nursing and general education courses were piloted for eventual deployment as blended courses in Denver, Colorado
- Curriculum mapping of learning outcomes was conducted in each of the academic programs

Technology/Distance Education

- Piloting of rolling deployment of freshman laptops
- Completion of the integration of ANGEL, the learning platform for both distance and on campus courses

Library

- Installation of SIRSI as the Library cataloging system
- Deployment of new RF security system

Florida Hospital

- Training of ED physicians and residents by the Chair of FHCHS Department of Diagnostic Medical Sonography
- Radiography continuing education Symposium coordinated with FH Radiology Department

Grants

- \$50,000 Blue Cross/Blue Shield Grant
- \$35,000 Kaplan Grant
- \$958,287 Health Resources & Services Administration Grant

Helping



Helping

“Nurture is an active, ongoing, never-ending process. It is the art of directing others in ways that bring out their best qualities. It is the giving of ourselves to others that they might discover and develop their own real selves to the extent that they will, in turn, Nurture others.”

– David Greenlaw

First United Literacy Program

Marlene Watson: I started a ministry program at my church, First United in Kissimmee. I wanted to start the program because we have a diverse population in our church where we have a few people who are not literate. I felt the need as an educator to help them in any way that I could.

Katie Shaw: Who inspired this program?

MW: My father is from Jamaica and he was not privileged to go to school for a long period of time. He always had a desire to further his education and I felt that it would be a good service to give back to him because he had given so much to us as children. So I wanted to give something back to him that, before his eyes closed permanently, that he would have something that he wanted and was able to accomplish.

KS: Why are you doing this?

MW: I want to allow whoever signs up for the program to complete their GED which will enable them to go to college or a university. That is a dream or desire for a lot of people and I wanted to help them with that endeavor.

KS: Is this program free?

MW: Absolutely free. We do not take anything from them, except they need to purchase their supplies but other than that everything else is free.

KS: How does it work?

MW: Services are provided every other Saturday. People may make their own schedule so they can be on time, anytime from 11:00 – 3:15. Every other Tuesday we provide extra assistance for them to complete their homework, etc.

KS: Who is teaching?

MW: We currently have one person who is also a teacher at a public school who is working with me. We have a couple of volunteers from this College who have volunteered to work with us in this endeavor. However we do need more volunteers so if anyone wants to volunteer please let me know and I will be happy to give you all of the information.



Marlene Watson, Assistant Professor of Nursing

Reaching



Reaching

“Excellence is the process of doing whatever our hand touches to the best of our ability. It is a signature word describing who we are or what an institution is. It is a word of discovery, meaning that we always seek to find how we can improve on that which in we have already done our best. It is a measurement word, on a scale from poor performance to excellence. We have left no room for anything but the finest.”

– David Greenlaw

Annual Christmas Mission Trip

Ann Vining: I organize the Christmas break trip [for the College] to Russia and Ukraine. This will be my ninth Christmas in the former Soviet Union. Seven of those trips were to Russia and last year and this year will be to the Ukraine.

Katie Shaw: Why are you doing this?

AV: My husband and another individual went to the orphanages and they found that the children had no clothes to speak of—one set of underwear and one set of outdoor clothing. One of the orphanages had 65 children and only 30 coats. They had to share coats in order to go outside and play. We decided that not only did we want to go help with the program itself, but the children had specific needs that we wanted to address as well.



Ann Vining, Director of Institutional Effectiveness



KS: How has God revealed Himself to you on these trips?

AV: There have been so many things that have happened—some small, some huge. The first year that I went I did not take any students or faculty. We had eight suitcases between us and it cost us \$300 to take those extra suitcases into Russia. The next year we had 20 people [mostly students and faculty] with three suitcases each, so we had 60 suitcases to try to get through customs. We wondered how much this was going to cost us. So we prayed about it and took letters written in Russian that introduced us to the people. But we went through customs we did not have to pay one penny. We had put aside about \$2,000 for this, but were able to use that money for the children instead. That was one of the bigger things that happened. But just little things, like when we had transportation issues the Lord always seemed to work things out. When we had problems buying the coats, suddenly there was a way. God smoothed the way with anything we wanted to do to make the project work.

KS: How do you see yourself?

AV: I see myself organizing the project, but also I am giving other people the chance to be involved in it.



Healing

Healing

“Spirituality is a word about a state of being. It is our connectedness to God and the manner in which it flows from us into our surroundings. It manifests itself in behavior and personal identity. It is experiential in that it is a continuing journey with our God. This word is about who or what we are at the very core of our being. It sets the tone of our reality.”

– David Greenlaw

Shepherd's Hope Clinic

Sarah Madden: I volunteer at the Shepherd's Hope Clinic.

Katie Shaw: What is Shepherd's Hope?

SM: Shepherd's Hope is a free health care clinic for the uninsured. We get folks who are working part time that don't have any insurance. We have people who have lost their jobs so they don't have insurance, people who are in-between jobs and some are not employed. This is who is coming to the medical clinic looking for medical care.

I manage the clinic and of course that's a huge responsibility. It's getting all of the volunteers for that evening, calling doctors, handling all of the problems from the volunteers to the patients that come in, it's ordering supplies, and just anything that comes up—I handle it.

Sometimes we do get a chance to pray with the patients. They are very appreciative and sometimes they just need that smile and pat on the back letting them know it will be okay. If they can leave with just a little bit of hope that their health will improve that's also a way we can reach out as Christ's branch.



Sarah Madden, (L) Administrative Assistant to the Director of Institutional Effectiveness and Dawn McLendon, (R) Director of Marketing and Public Relations

KS: What message do you have for someone who would like to volunteer but afraid that they aren't qualified or have enough experience?

SM: Shepherd's Hope is a great opportunity if you would like to volunteer. Not only do we have a need for doctors and nurses, but we need general volunteers. People to work at the front desk, translators. In the Apopka area 90% of the patients that come in are Spanish speaking only. We have volunteers in our pharmacy and also in the patient eligibility process. So there's a lot of different opportunities at Shepherd's Hope.

Dawn McLendon: I'm a volunteer at the Longwood Shepherd's Hope Clinic. I am part of the front desk team. My team mate and I check people in, pull their files, help them through eligibility, and keep things running smoothly.

KS: What do you appreciate about volunteering at Shepherd's Hope?

DM: When I found Shepherd's Hope it seemed like the right fit. I feel so blessed. The ability to give back even in a very small way has changed me. I always feel like I walk away with so much more than I give.

I know we are not the only people who volunteer at Shepherd's Hope. There are a lot of people from Florida Hospital and the Florida Hospital College family that volunteer. So I guess Sarah and I are kind of the spokespeople for Shepherd's Hope.

Grace



“Stewardship is about using our God-given resources for the greatest possible good. It involves our intellect, our education, our resources, etc., in order to make our world a better place. It is the sum total of who we are and utilizing ourselves at the optimal level.”

– David Greenlaw

Florida Hospital College of Health Sciences Grace Fund

Stan Dobias: I organize the Grace Fund at FHCHS. In this economy, this past school year has been really tough on our students. We have seen the Grace Fund almost double over last year with over 130 requests. We have been able to help over 100 students. The total amount of funds we have given away this school year has been around \$50,000.

Katie Shaw: How did the Grace Fund start?

Eddie Braga: Several years ago it became apparent there were students on campus who were struggling financially. They felt they had to drop out of school for just a few dollars here and there, notably for a light bill or gas for their vehicle or for a dead car battery. So we decided that if perhaps we had a small fund, called the Grace Fund we could help these students get over the rough spots they encountered along the way.

KS: How does the Grace Fund get its money?

EB: As you know the Grace Fund is funded by donations through the 1908 Society. The 1908 Society campaign is run throughout the entire Florida Hospital system so through that methodology any employee of the hospital can make donations to the College which in turn benefits the Grace Fund.

SD: Another way we get money for the Grace Fund here on campus is many times people will go to Financial Services [at the College] and make a donation, anonymous or not, directly to the Grace Fund.

KS: How is the Grace Fund an example of Healthcare as Ministry?

SD: Funding the Grace Fund is a perfect illustration of Healthcare as Ministry. It begins right here with how we take care of our students. Our students come to us from all different kinds of needs and for us to be able to take care of our students when they find themselves in unexpected emergencies, that is what Jesus did all of the time. We have the ability to help them. The name speaks for itself. We give them grace in the financial sense when they find themselves in unexpected emergencies. We have the ability to keep them enrolled and see them through to graduation which is really neat to see.

KS: Is there a story that stands out?

EB: I remember some time ago there was a young lady who was on the verge of graduating from the nursing program but felt she had to drop out because of some personal and financial issues. She talked with the Registrar who then got in touch with the Chaplain who talked with this young lady. Because of some intervention from some caring faculty and staff and because of the Grace Fund she was able to complete her education and is now working for Florida Hospital. That lady's name is Jamie Collier.

Jamie Collier: I belong to the 1908 Society because in my last semester of school I was going through some rough times. I didn't have a home, I didn't have a car and was going to drop out. But they told me, "No way. You're going to make it." They provided me with a car, a place to stay, food on the table and because of that I am now a pediatric RN and part of the Florida Hospital family.

Stan Dobias, Chaplain; Eddie Braga, Vice President for Development; and Jamie Collier, RN at Florida Hospital

STATISTICAL UPDATE

The 2008/2009 school year has been a solid one. Growth has taken place from the previous school year in both the on campus and distance education programs. As we have seen in the past, the increase in distance learning continues to outstrip that of the campus cohorts. In peeking at the data coming in for fall 2009, it looks as if the trends will continue.

A richer picture of our students involves the following demographic profile:

70/20 split between female and male students

Average age

- 26 on campus
- 36 online

Ethnic diversity

- 57% - White non-Hispanic
- 15% - Hispanic/Latina
- 14% - Black
- 6% - Asian

Residency

- 64% - Florida residents
- 36% - Out-of-state

Enrollment Status

- 70% - Part-time (largely distance students)
- 30% - Full-time

There is a clear difference between the average age on campus and online. While not a trend, the average age online has dropped gradually over the years in part because of the increased number of FHCHS graduates entering the BS completion programs.

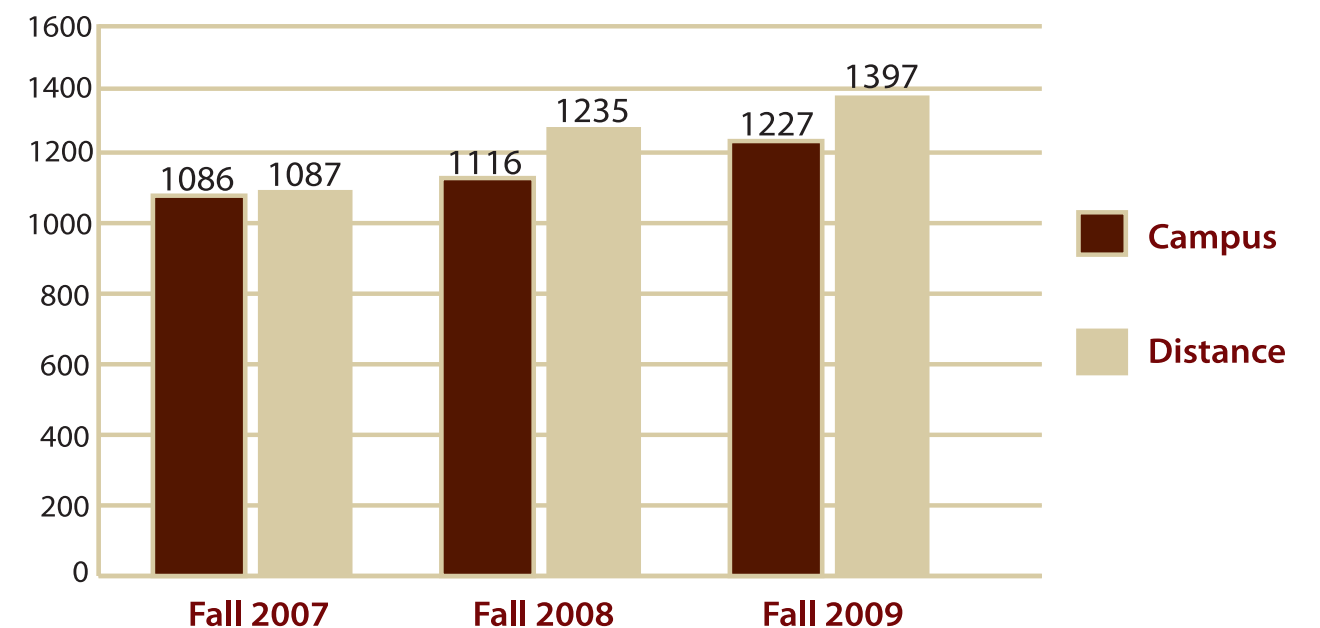
The ethnic profile of campus closely parallels that of the state of Florida. The shift over the past five years has been to a more diverse population and that in spite of the increase in the number of online students, who have traditionally

enrolled more white non-Hispanic.

Over half of our students are enrolled in online completion degrees. This has had two effects on the data. One, it increases the percentage of out-of-state students. With only 10% of the on campus student body in campus housing, most of the students in the bricks and mortar part of campus are from within the tri-county area that includes Orange, Seminole, and Osceola counties.

The second impact of the large online population is the percent of students who are considered part-time. However, once a student enters some of the professional programs on campus, if they have completed their general education courses ahead of time, they will also fall below the 12 credit benchmark for full-time status.

FHCHS Enrollment Fall 2007 – Fall 2009



FINANCIAL

The College has experienced another strong year of financial growth. Consistent escalation in enrollment has translated into a healthy bottom line, as indicated by the June 30, 2009 net gain of \$977,541. This number is composed of a \$349,891 gain as a result of operations and a \$627,650 increase in the temporarily restricted assets held at the Florida Hospital Foundation.

While the College is blessed with a solid financial position, we also understand very clearly that the numbers on our balance sheet and income statement reflect people who have chosen to entrust us with an investment in their own future. As such, FHCHS employees are committed to approaching stewardship with a Christian heart.

A student sent the following e-mail to Senior Administration regarding a Financial Services staff member. It exemplifies the vision of stewardship:

"I want to take the time to bring to your attention one of your employees that has been exceptionally prompt and courteous to me in handling a matter concerning my tuition. This is my first semester attending FHCHS and it has been very challenging. Your employee went above and beyond her job description. She expressed her concern for my situation and went to great lengths to help me resolve the situation. She is a great example of someone, somewhere putting forth an effort to do what's needed despite all the madness going on in the world today. She has a wonderful character. Thank you for taking the time to listen."

FHCHS takes just as much pride in these words as we take in the financial data you will find on these pages from the past fiscal year.

FHCHS Has:

STRENGTHENED our balance sheet with a 11.3% increase of cash in bank. The fiscal year-end bank balance totaled

\$7,410,591

INCREASED money spent directly on instruction. Among all expenses incurred to operate the College, the largest portion of the budget is dedicated directly to hiring faculty and creating a cutting-edge learning environment. As a percentage of the total budget, money spent directly on instruction represents:

54%

BROADENED our donor base as College dollars at the Florida Hospital Foundation have grown consistently over the past six years. Foundation dollars designated for the College at the end of the last fiscal year totaled

\$3,534,258

EXPANDED our distance learning program enrollment over 21% during the 2008-2009 fiscal year. January 2009 marked the second intake of students seeking a Master of Nurse Anesthesia degree. The distance/on-campus revenue percentage ratio last year was

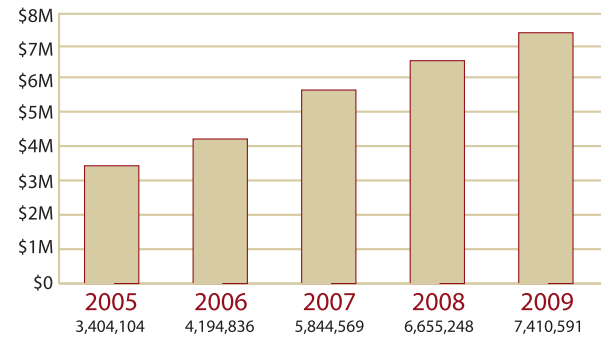
46/54

HELPED our students achieve their goals by providing 1,715 future healthcare professionals with financial aid. This number has more than doubled in the last five years, while the default rate over the same period has consistently stayed well below 3%. Financial aid distributed during the last fiscal year totaled

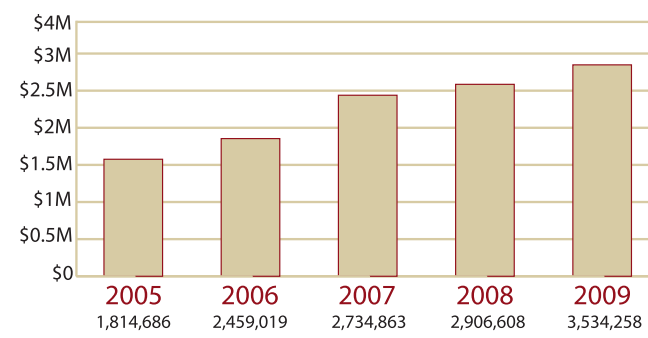
\$15,180,991

Statement of Financial Position

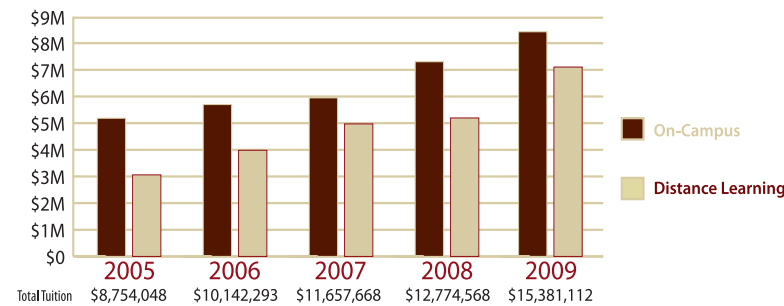
Cash-in-Bank



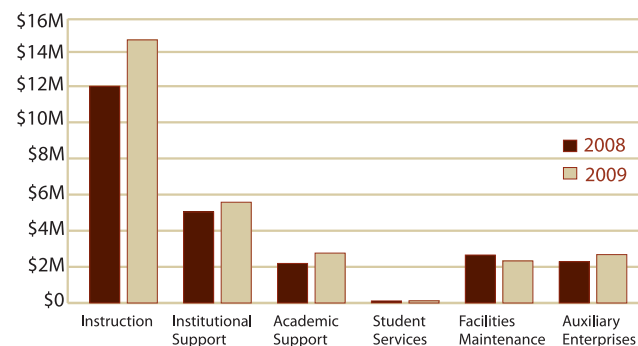
Foundation Dollars



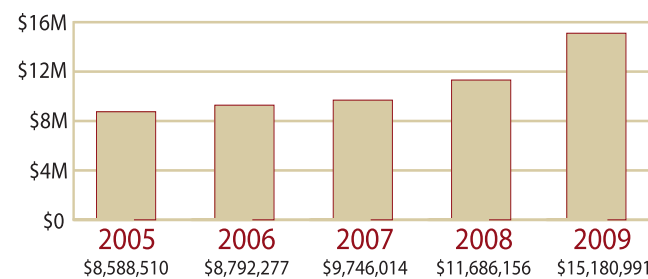
Tuition Revenue: Distance / On-Campus Programs



Expense Breakdown



Financial Aid Distributed



	June 30, 2009	June 30, 2008	June 30, 2007
Assets			
Current assets:			
Cash and cash equivalents	\$7,410,591	\$6,655,248	\$5,844,569
Student accounts receivable, less allowance for uncollectible accounts of \$257,053 in 2009 and \$175,517 in 2008	1,226,761	1,201,482	1,258,441
Due from Florida Hospital Medical Center	73,631	15,347	412,634
Other receivables	328,440	730,977	378,254
Inventories	271,923	304,603	382,774
Prepaid expenses	982,917	723,531	294,694
Total current assets	10,294,263	9,631,188	8,571,366
Equipment	1,260,233	1,785,309	1,689,017
Accumulated depreciation	(762,742)	(1,397,778)	(1,287,953)
	497,491	387,531	401,064
Interest in net assets of recipient organization	3,543,258	2,906,608	2,729,203
Total assets	\$14,326,012	\$12,925,327	\$11,701,633
Liabilities and net assets			
Current liabilities:			
Accounts payable	\$177,489	\$156,396	\$435,571
Deferred revenue	2,146,759	1,869,578	1,057,507
Due to Florida Hospital Medical Center	1,244,278	1,071,947	848,629
Other current liabilities	123,337	170,798	319,105
Total current liabilities	3,691,863	3,268,719	2,660,812
Net assets:			
Unrestricted	7,099,891	6,750,000	6,305,958
Temporarily restricted	3,534,258	2,906,608	2,734,863
Total net assets	10,634,149	9,656,608	9,040,821
Total liabilities and net assets	\$14,326,012	\$12,925,327	\$11,701,633

Financials pending final audit report

Statement of Activities

For the Year Ended June 30, 2009

	Unrestricted	Temporarily Restricted	Total
Revenue, gains and other support			
Tuition and fees	\$16,763,757	–	\$16,763,757
Less scholarship allowance	(33,853)	–	(33,853)
Net tuition and fees	16,729,904	–	16,729,904
Auxiliary enterprises	2,210,293	–	2,210,293
Contributions—Florida Hospital	5,169,219	–	5,169,219
Contributions—Florida Hospital Foundation	–	839,209	839,209
Contributions—other	142,015	–	142,015
Other revenue, Net	2,318,723	–	2,318,723
Interest income	184,294	–	184,294
Net assets released from restrictions	211,559	(211,559)	–
Total revenue, gains and other support	26,966,007	627,650	27,593,657
Expenses			
Instruction	14,417,390	–	14,417,390
Institutional support	4,745,881	–	4,745,881
Academic support	2,384,119	–	2,384,119
Student services	598,872	–	598,872
Facilities maintenance	2,119,634	–	2,119,634
Auxiliary enterprises	2,350,220	–	2,350,220
Total expenses	26,616,116	–	26,616,116
Change in net assets	349,891	627,650	997,541
Net assets at beginning of year	6,750,000	2,906,608	9,656,608
Net assets at end of year	\$7,099,891	\$3,534,258	\$10,634,149

Looking to the Future

Significant initiatives are planned both for the near-term as well as far-term for the College. The following is a brief summary of upcoming events:

2009/2010

- Spring term 2010 the College will begin a two credit first year experience course which will be required of all incoming students. Its main content area is to help students begin the development of their own philosophy of healthcare. This is the beginning of a process which will end with a formal paper written during their program capstone course. At another level, the first year experience course will also help students with study and time management skills, learning styles, and an introduction to the learning outcomes of the College
- Assessment tools for the institutional learning outcomes will be developed and their implementation will be begun.
- Development of the Quality Enhancement Program for SACS accreditation will be completed in 2010/2011.

2010/2011

- Planned start of an Occupational Therapy Master's degree.
- SACS Reaccreditation visit

Following successful completion of the reaccreditation visit, the College will begin to work on establishing a Doctor of Nurse Practice program. The intent is to offer the Nurse Practice program first in the Nurse Anesthesia area.

