



2018

A Transformative Year in Healthcare



CHAPTERS
HEALTH[®] SYSTEM

*“Change is inevitable,
but transformation is by
conscious choice.”*

HEATHER ASH AMARA



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Board Chair's Letter

William Becker Jr.

Chapters Health System Board Chair

Whether we're talking about home health, palliative care or hospice, delivering compassionate healthcare is a privilege that belongs to Chapters Health System's remarkable team members. Yet we on the Board know we are responsible, too. We are charged with developing and supporting the strategic plans and policies that help ensure the consistent delivery of that care and offer services designed to meet the needs of West Central Florida patients and families.

In the spirit of that role, we fully embrace Chapters Health's evolution to offering comprehensive care before and during the end-of-life experience. In fact, we've supported it ever since Chapters Health began expanding beyond our Tampa roots and extending our mission into vital programs like home health and palliative care. It's been wonderful to see how, over the last two years, our new executive team has solidified these commitments and continued our progress of extending the scope of services to patients and families.

With this transition, we will be able to support patients and their loved ones more comprehensively throughout the progression of their illnesses. It's an innovative response to the ever-changing nature of healthcare — and a thoughtful crafting of a strategic plan that the Board enthusiastically endorses. Most important,

it will help ensure that Chapters Health can provide care on a longer-term, even more effective basis. Because when you come down to it, it's always about what's best for our patients.

At the same time, Chapters Health remains fully committed to its mission of providing high-quality hospice care, replicating that all-encompassing approach with home health and palliative care services, building the patient experience. Our goal — being thought of as the hospice care provider of choice by people who need us — is unchanged. We will simply have more opportunities to perform as a dedicated, community-based healthcare organization that patients and families believe in and trust.

Finally, I must bring this letter back to where it began: with our team members. At our Board meetings, Chief Executive Officer Andrew Molosky often shares letters from families of our hospice patients. Those letters never comment on how he's doing or how the Board is measuring up. They always praise the doctors, nurses, aides, social workers, chaplains and volunteers — all the people who have been the face of Chapters Health to those patients. We are gratified our team members are so engaged and committed to providing compassionate care at the most vulnerable times of people's lives. They never lose sight of the mission, and in that way, they truly exemplify the spirit of Chapters Health.



CEO's Report

Andrew Molosky, MBA, FACHE, CHPCA
Chapters Health System President/CEO

As I welcome you to Chapters Health's Annual Report for 2018, I'm proud to be leading a team of 1,500-plus hardworking and compassionate caregivers who are taking the lead on providing the next level of healthcare and hospice to patients and families.

As you'll see in this report, Chapters Health has had another gratifying year of service and growth — continuing to provide end-of-life services in our West Central Florida service area. At the same time, we are moving toward our goal of becoming a transformative healthcare provider — one that partners with other healthcare providers, payors and, most importantly, patients and families to create an experience of years-long quality, compassionate care.

Here are some of this year's events that are helping make that vision a reality:

Evolving our hospice roots — After their loved ones' deaths, families often tell us, "We wish we'd known about hospice earlier." In response, Chapters Health has begun the transformation to becoming a longer-term solution for patients and families, not solely one to call upon in the last days or weeks of life. By admitting patients at the onset of serious illness, we can help ensure their familiarity with us — beginning with home health, community-based palliative care, private duty nursing and more — will be even more beneficial. This shift will take time to evolve but will make a huge difference to those we serve.

Chapters Health Foundation — Successfully establishing the Chapters Health Foundation was one milestone accomplishment this year. By providing donors with a single entity through which they can direct tax-deductible gifts to our various affiliates, programs and services, the Chapters Health Foundation makes it easier for them to strategically support community needs, and to honor friends and family members who have been touched by our care.

A great place to do great work — On my visits throughout the system, I continually share the same belief that we, as leaders, have one real role: care for our patients or care for those who do. The Board, executive team and I have been privileged to hear their insights and ideas about the services we provide and how we can keep improving them. Our team members are the experts on that — and Chapters Health's certification as a Best Workplace for Aging Services from the Great Place to Work Institute® is just the latest demonstration of our commitment to their engagement and satisfaction.

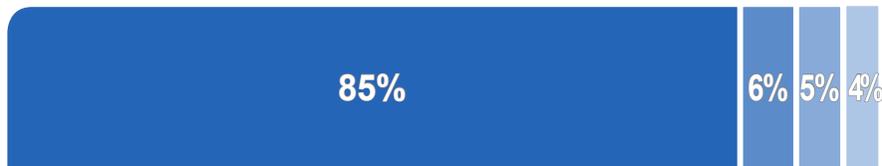
Our progress toward becoming a more integrated system — one that helps families not just at the end of life but ahead of it — will set us apart from other hospice organizations. We hope you'll come away from this 2018 Annual Report with a renewed appreciation of the impact Chapters Health has on the lives of our patients, families and communities.

Financial Highlights

Who pays for our services?

Year ended December 31, 2018 (amounts in thousands)

■ Medicare.....	\$142,300
■ Insurance and all other	\$10,133
■ Medicaid	\$8,366
■ Contributions, other revenues and gains	\$6,580
Total revenue, gains and other support.....	\$167,379



Where does the money go?

Year ended December 31, 2018 (amounts in thousands)

■ Salaries and benefits.....	\$106,887
■ Insurance, depreciation, interest and other.....	\$26,958
■ Services purchased from contract providers.....	\$15,558
■ Drugs, medical supplies and equipment.....	\$11,645
Total expenses.....	\$161,048



Summary Operating Results

Year ended December 31, 2018 (amounts in thousands)

Revenue, gains and other support:

Net patient revenue.....	\$160,799
Contributions.....	\$3,758
Other revenue and gains	\$2,822
Total revenue, gains and other support	\$167,379

\$0.88 of every dollar earned was spent on programs and services.

Expenses:

Program services.....	\$126,298
Supporting services.....	\$34,750
Total expenses.....	\$161,048

Total change in net assets **\$6,331**

The summary operating results and condensed balance sheet are derived from Chapters Health's December 31, 2018 financial statements.

Condensed Balance Sheet

Year ended December 31, 2018 (amounts in thousands)

Assets:

Cash and investments	\$113,870
Accounts receivable.....	\$13,105
Property and equipment	\$66,692
Other assets	\$27,558
Total assets.....	\$221,225

Liabilities and net assets:

Accounts payable and accrued expenses	\$5,514
Accrued employee compensation	\$10,757
Long-term debt	\$28,769
Other liabilities	\$10,727
Total liabilities	\$55,767
Total net assets	\$165,458
Total liabilities and net assets	\$221,225



Treasurer's Report

Mickey Smith
Chapters Health System Treasurer

Chapters Health turned in a strong financial performance for fiscal year (FY) 2018. We generated a \$6.3-million operating margin (3.9 percent), primarily due to a 6-percent increase in the average number of hospice patients served.

This past year saw the formation of the Chapters Health Foundation to help ensure that Chapters Health has the necessary resources to meet the needs of the communities we serve. To that end, the foundation contributed \$2.5 million of the \$6.3 million of operating income through philanthropy and thrift store proceeds.

Our continued solid balance sheet and cash position provided a firm foundation for ongoing investment in new and expanded services, education and information technology. Chapters Health's debt service coverage ratio of 4.86 far exceeds our requirement of 1.25 times. Unrestricted cash and investments equal 266 days of operating cash requirements. Total assets are \$221 million, and net assets (equity) stand at \$165 million. Chapters Health manages more than \$83 million in long-term investments.

This strong financial performance over the years has positioned Chapters Health to continue expanding our services across West Central Florida. For example, Chapters Health in 2018 invested more than \$4 million in the expansion of our home health services and in opening a hospice inpatient unit at Tampa



General Hospital. These investments will further enhance our comprehensive community-based services throughout all of the communities we serve.

As always, as a not-for-profit healthcare system, Chapters Health takes care of hospice patients and their families regardless of their ability to pay. In FY2018, that meant providing more than \$4.1 million in uncompensated care and unfunded programs.

We look forward to building upon these accomplishments in FY2019. A strong financial position helps make it possible for us to remain focused on our mission of providing compassionate home health, palliative, hospice and other non-acute care services to patients and families.

Board Committees + Leadership Staff

Chapters Health Board of Directors

Officers/Executive Committee/ Executive Compensation Committee

William Becker Jr., *Chair*
Andrew Molosky *President/CEO*
Gene Fogarty, *Immediate Past Chair*
Randy Woodruff, *Vice Chair*
Lilly Ho-Pehling, *Secretary*
Mickey Smith, *Treasurer*
Janet Davis
Phil Wegman

Directors

R. Fenn Giles Jr.
Brian Hinton
James T. Joiner
Rick Lentz
Mary Beth Reardon
Clifford Rhoades
Phillip Walker

Honorary Board Members

Max Dertke
Judith Smolk

Audit & Compliance Committee

Brian Hinton, *Chair*
William Becker Jr.
Gene Fogarty
Clifford Rhoades

Bioethics Committee

Mary Beth Reardon, *Chair*
Max Dertke
Susan McMillan
Hana Osman
Sean Powell
Lori Roscoe
Valerie Storm

By-Laws Committee

Gene Fogarty, *Chair*
William Becker Jr.
William Haley
Andrew Molosky
Mary Beth Reardon
Bradley Ruben
Phil Wegman
Randy Woodruff

Finance Committee

Mickey Smith, *Chair*
William Becker Jr.
Janet Davis
Gene Fogarty
Lilly Ho-Pehling
Andrew Molosky
Randy Woodruff
Phil Wegman

Investment Committee

R. Fenn Giles Jr., *Chair*
William Becker Jr.
Lilly Ho-Pehling
Andrew Molosky
Bill Sieffert

Nominating Committee

Gene Fogarty, *Chair*
William Becker
James T. Joiner
Andrew Molosky
Randy Woodruff

Chapters Health Leadership Team

President/CEO

Andrew Molosky, MBA, FACHE, CHPCA

Chief Financial Officer

David O'Neil, MHA

Chief Medical Officer

Ronald Schonwetter, MD, FACP,
AGSF, FAAHPM, CHMD

Chief Operating Officer

Dean H. Forman, MBA

Chief Compliance/Clinical Officer

Pam Saucier, RN, BSN, MBA

Chief Information Officer

Sheryl Sypek, MHA

Chief Integration/Business Development Officer

Don Evans

Senior Vice President Sales and Growth Strategy

Paul Marois, RN, LNHA, ALRA,
MBA, CHPCA

Vice President of Development/ Executive Director of Foundation

Adam Stanfield, MBA

Vice President of Human Resources

Suzanne Wall, MHROD, SPHR

Vice President of Integration and Optimization

K. Chase Bacon, MBA, PMP

Good Shepherd Hospice

Board of Directors

Andrew Molosky, *Chair*
Anne Furr, *Vice Chair*
Deric Feacher, *Secretary*
Thomas Conger
Dean Forman
Michele Heston
Willie Mae Hogan
David O'Neil
Clifford Rhoades
Ronald Schonwetter

Executive Committee

Andrew Molosky, *Chair*
Anne Furr, *Vice Chair*
Deric Feacher, *Secretary*
Dean Forman
David O'Neil
Ronald Schonwetter

Development Committee

Michele Heston, *Chair*

Quality Assurance Performance Improvement Committee

Michele Heston, *Chair*

Leadership Team

Executive Director

Kyle Zenkner

Medical Director

Andrea Miller, MD

Clinical Administrator

Mary Grindel Higby, RN, MHA

HPH Hospice

Board of Directors

Andrew Molosky, *Chair*
Bradley Ruben, *Vice Chair*
Michael McHugh, *Secretary*
Dean Forman
Sean Hengesbach
Amanda Martin
David O'Neil
Bhadresh Patel
Ronald Schonwetter
Mickey Smith
Randy Woodruff

Executive Committee

Andrew Molosky, *Chair*
Bradley Ruben, *Vice Chair*
Michael McHugh, *Secretary*
Dean Forman
David O'Neil
Ronald Schonwetter

Quality Assurance Performance Improvement Committee

Amanda Martin, *Chair*

Leadership Team

Executive Director

Jackie Kendrick, BBA,
CHPCA

Medical Director

Miguel Lizardo, MD

Clinical Administrator

Fay Van Fleet, BSN, MS

LifePath Hospice

Board of Directors

Andrew Molosky, *Chair*
Mary Beth Reardon, *Vice Chair*
Valerie Goddard, *Secretary*
Janet Davis
Jerry Fogarty
Dean Forman
Rick Lentz
Gayle Sierens Martin
Susan McMillan
David O'Neil
Ronald Schonwetter
Monica Smiley

Executive Committee

Andrew Molosky, *Chair*
Mary Beth Reardon, *Vice Chair*
Valerie Goddard, *Secretary*
Dean Forman
David O'Neil
Ronald Schonwetter

Quality Assurance Performance Improvement Committee

Janet Davis, *Chair*

Leadership Team

Executive Director

Melody Stried, MSW, LCSW

Medical Director

Chad Farmer, MD

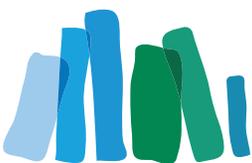
Interim Clinical Administrator

Brenda Martin Burroughs, RN, LHRM

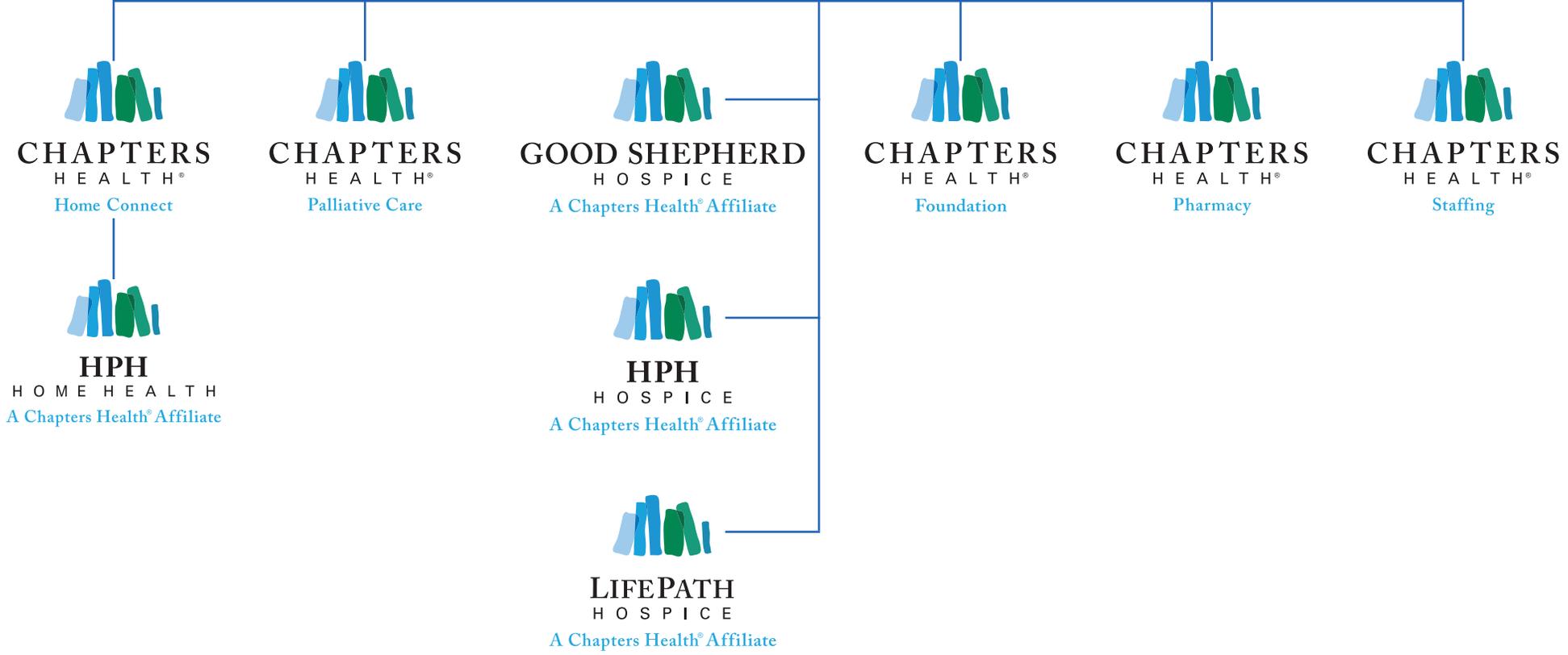
Chapters Health Home Connect

**Board of Directors/
Executive Committee**
Andrew Molosky, *Chair*
William Haley, *Vice Chair*
Susan McMillan, *Secretary*
Dean Forman

Organizational Structure



CHAPTERS HEALTH® SYSTEM



A Far-Reaching Impact

As a community-based home care and hospice provider, we tend to measure our impact in terms of the number of patients and families we serve — and the heartwarming stories we hear from them about the quality of our care, the dedication of our team members, the lasting memories we help preserve and the support we bring.

But as one of the largest not-for-profit home health, private duty, palliative care and hospice providers in Florida and the nation, we also know our work brings both tangible and intangible economic benefits to the communities we serve.

Our grief programs help children heal from their loss and remain productive in school. The support we provide to families with seriously ill loved ones means breadwinners can continue to be productive at work. Even our LifePath Hospice and HPH Hospice Life's Treasures Thrift Stores offer multiple community benefits, by keeping gently used items out of local landfills and providing quality goods at bargain prices to shoppers with limited budgets.

As a large employer, Chapters Health also has a demonstrable positive impact on the economic health of the eight-county West Central Florida region we call home.

Estimated Economic Impact on Local Economy

Total Net Revenue and Other Revenue*	Final Demand Multiplier Range	Total Economic Impact (LOW)	Total Economic Impact (HIGH)
\$167,298,894	2.1546 – 2.1810	\$360,462,197	\$364,878,888

Estimated Total Impact on Employment (Jobs)

Total Full-Time Employees	Direct Effect Employment Multiplier Range	Total Impact on Jobs (LOW)	Total Impact on Jobs (HIGH)
1,272.4	1.6030 – 2.2413	2,040	2,852

Estimated Total Impact on Local Household Incomes

Total Payroll and Benefits	Direct Effect Labor Income Multiplier Range	Total Impact on Household Income (LOW)	Total Impact on Household Income (HIGH)
\$106,887,908	1.5944 – 1.7906	\$170,422,081	\$191,393,488

Methodology

The multipliers used are from the Regional Input-Output Modeling Systems (RIMS II) published by the Bureau of Economic Analysis of the U.S. Department of Commerce. There are detailed industry multipliers specific to home care services and hospitals, but none unique to hospice. Since Chapters Health includes a wide range of post-acute services, the multipliers for home health and hospitals were used to provide a range for the estimated economic impact of Chapters Health.

*Total Net Revenue and Other Revenue reflect Chapters Health System Consolidated Financials, including Foundation.

A Year of Transformation, a Year of Accomplishments

While 2018 saw Chapters Health aggressively implementing a new strategic vision to become West Central Florida's provider of choice for advanced illness and end-of-life care, the year also marked noteworthy accomplishments that reflect the organization's long legacy of service to our communities.

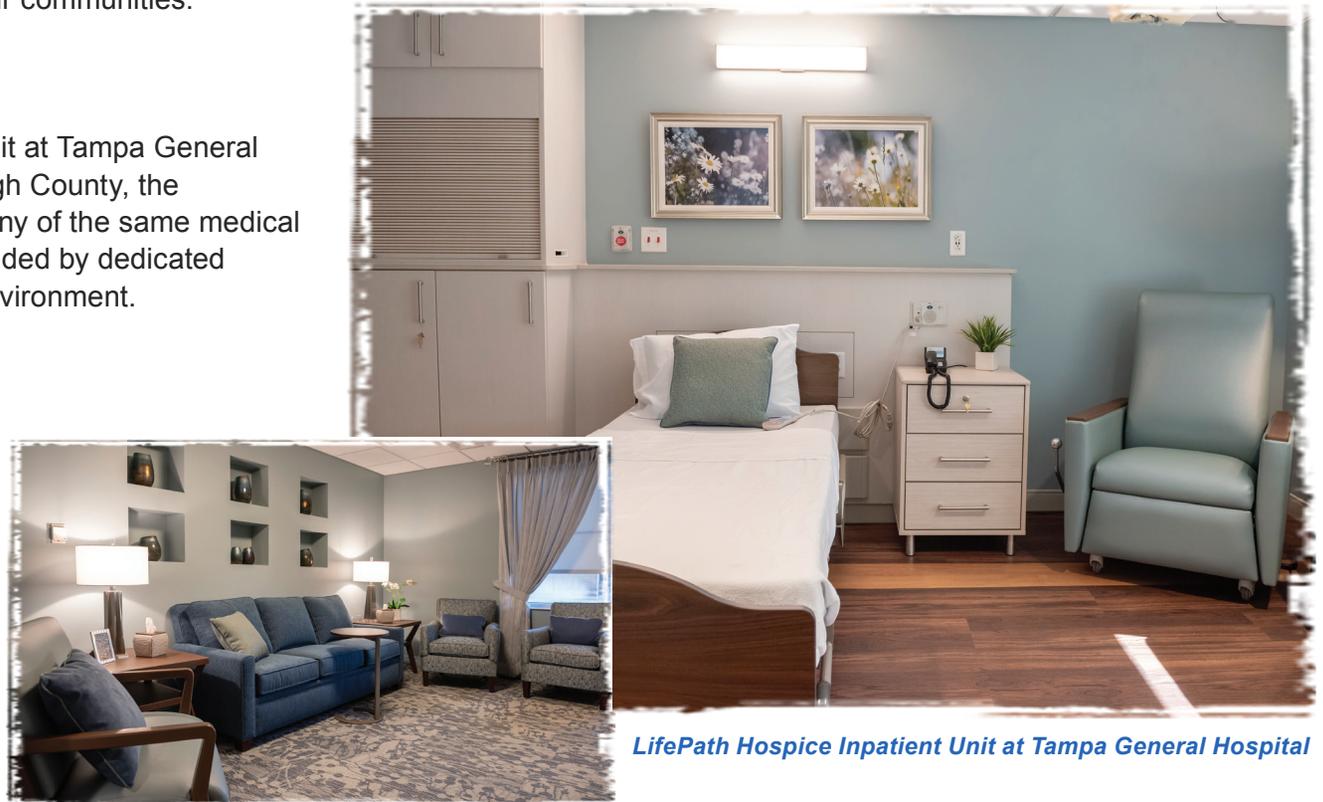
Strategic

We opened a 16-bed inpatient hospice unit at Tampa General Hospital. The first of its kind in Hillsborough County, the 8,500-square-foot inpatient unit offers many of the same medical services available at the hospital but provided by dedicated hospice staff in a comforting, homelike environment.

Clinical

LifePath Hospice began participating in the Medicare Care Choices Model, a vital pilot program from the Centers for Medicare and Medicaid Services (CMS) — testing the option of allowing patients to continue to receive curative care while receiving case management services from their hospice provider.

We successfully launched private duty nursing services — an essential complement to our home health and hospice programs — under our Chapters Health Home Connect banner in Hillsborough, Pasco and Polk counties.



HPH Home Health improved its CMS Star Ratings, jumping in one year from 2.5 to 4.5 on a five-point scale. In addition, HPH Home Health was re-accredited by The Joint Commission.

We began offering in-hospital palliative care consultation services at Advent Health Sebring (formerly Florida Hospital Heartland Medical Center) and doubled the number of consultations at AdventHealth Tampa (formerly Florida Hospital Tampa).

Cultural

We attained certification as a Best Workplace in the Aging Services category from the Great Place to Work Institute®, affirming our commitment to fostering a work environment that is second to none. Differentiating Chapters Health from others in the healthcare arena, the certification recognizes the accomplishments of all team members, no matter who they are or what they do.

We launched a multichannel employee engagement program — town hall meetings, an “Ask Andrew” portal, CEO blog, executive ride-alongs and more — to ensure team members throughout the organization know they are appreciated and their voices are being heard.

“The hospice house is a wonderful place, filled with wonderful people who do wonderful things ... I will never forget what hospice has done for me and my family during our time of great need.”

FAMILY MEMBER, LIFEPAATH HOSPICE

We saw a significant reduction in our turnover rates, which not only reduces costs and increases efficiency but, more importantly, has a demonstrable impact on the quality of care provided to patients and families.

Structural

We added to the depth and breadth of our leadership team, bringing on board a new chief operating officer, senior vice president of sales and growth strategy, vice president of development/executive director of the Chapters Health Foundation and executive director for LifePath Hospice.

2018 Facts + Figures



26,077

patients received care

6,341

patients cared for in a hospice house/inpatient unit



156

hospice house/inpatient beds



1,815

Volunteers



\$4,100,000

in charity and uncompensated care provided

1,520

team members



175

physicians and nursing staff certified in hospice and/or palliative care



168,306

prescriptions filled

46,954

DME deliveries/pickups



24,487

grief service contacts



315

children & teens attended grief camps

Our System

As a compassionate, community-based, not-for-profit organization since 1983, Chapters Health is committed to enhancing the lives of those affected by advancing age or illness. Through our comprehensive system of healthcare choices, we deliver expert care and heartfelt support to guide the community during the aging process and end-of-life journey.

From hospice and palliative care for adults and children suffering with life-limiting illnesses to in-home and community-based services, Chapters Health offers a wide range of support services along life's ever-changing landscape.

Who We Are

Chapters Health System
Chapters Health Home Connect
Chapters Health Palliative Care
Chapters Health Foundation
Chapters Health Pharmacy
Chapters Health Staffing

HPH Home Health
Pasco and Pinellas

Good Shepherd Hospice
Polk, Highlands and Hardee

HPH Hospice
Pasco, Hernando and Citrus

LifePath Hospice
Hillsborough

Hospice Houses/Inpatient Units

George C. Forsythe Hospice House
Auburndale | Opened 1984 | 12 beds

Good Shepherd Hospice House
Lakeland | Opened 2014 | 16 beds

Bud and Donna Somers Hospice House
Sebring | Opened 2011 | 16 beds

Marliere Hospice House
New Port Richey | Opened 2004 | 24 beds

Sturgill Hospice House
Brooksville | Opened 2000 | 24 beds

LifePath Hospice House
Sun City Center | Opened 2006 | 24 beds

**LifePath Hospice Inpatient Unit
at Tampa General Hospital**
Tampa | Opened 2018 | 16 beds

Melech Hospice House
Temple Terrace | Opened 2005 | 24 beds

Grief Centers

Bethany Center
Good Shepherd Hospice | Polk, Highlands, Hardee

Center for Grieving Children
HPH Hospice | Pasco, Hernando and Citrus

Circle of Love Center
LifePath Hospice | Hillsborough

Life's Treasures Thrift Stores

Hillsborough County
Brandon | Carrollwood | South Tampa

Pasco County
New Port Richey | Zephyrhills

Chapters Health Foundation

When the Chapters Health Foundation launched in July 2018, one of its central goals was to become a strong strategic partner within the organization.

“For us to be able to provide the critical resources that support Chapters Health’s mission and vision, it’s vital that we move our philanthropic aspirations beyond the transactional and into the strategic,” said Adam Stanfield, Vice President of Development and Executive Director, Chapters Health Foundation. “That way, we can help ensure our development efforts best serve the needs of patients, families, our community — and, of course, the donors who entrust us with their support.”



The Chapters Health Foundation took several important strides toward that goal in 2018, including:

Establishing a community-based foundation board —

The overall expansion of fundraising capabilities included the creation of a board of directors dedicated to supporting the vision and activities of the foundation, providing leadership on strategic development, sustaining programs and events with their presence and pocketbooks and serving as fundraising ambassadors in Chapters Health’s eight-county service area.

Helping donors back the broader vision — Where donors previously may have supported one program or event, the

Chapters Health Foundation is laying the groundwork for giving opportunities that support long-term economic sustainability, not just of the organization but also the community at large.

“Our bereavement programs are an example of how our donors’ generosity can have a more far-reaching impact than they may imagine,” Mr. Stanfield said. “Their gifts help bereaved individuals and families cope with loss and ultimately resume healthy and productive lives in their communities.”

Working with internal partners — The Chapters Health Foundation team is working side by side with front-line donor groups to develop meaningful programs and projects, and craft strategies to fund and

implement them. Accessing the expertise of Chapters Health’s most dedicated and active supporters improves the programs’ effectiveness and, at the same time, enhances group members’ ownership of their success.

Tapping the expertise and support of Chapters Health team members — In July, the 2018 employee giving campaign, “Mission Possible,” raised more than \$118,000, a 30-percent increase over the prior year.

“Understanding the interests of our donors extends to our team members, who are the most intimately familiar with how our programs benefit patients and families,” Mr. Stanfield said.

Chapters Health Donors

The affiliates of Chapters Health can realize their mission only through generous support from individuals, foundations, corporations and the community. We are honored to count these friends among our partners.

This list represents gifts through December 31, 2018. Please let us know of any errors by contacting us at (813) 871-8111.

Good Shepherd Hospice Champion (\$25,000+)

Anonymous
The Magdalena Flockhart Living Trust
The Estate of Terrance P. Hamer
United Way of Central Florida, Inc.
The Jerry S. and Phyllis E. Williams Trust

“Thank you for giving my brother the loving care, support and kindness you showed him through his last journey of life.”

FAMILY MEMBER,
GOOD SHEPHERD HOSPICE

Sustainer (\$10,000+)

Anonymous
Mrs. Margy Allen
The Estate of Patricia A. Boehm
Ms. Teresa J. Bray
The Paul and Jean Cate Charitable Endowment
Fund within the GiveWell Community Foundation
The Estate of William Fazen
The Estate of Robert L. Fox
Mr. and Mrs. Hollis H. Hooks
The George W. Jenkins Fund within the
GiveWell Community Foundation
Mr. Russell A. Simcoe

Advocate (\$5,000+)

Anonymous
Mr. Edward A. Bland

The Estate of Willard D. Campbell
J.W. Crews Jr. and Jeraldine Farr Crews
Foundation, Inc.
The Mark C. and Lynn D. Hollis Fund
within the GiveWell Community
Foundation
The Lewis Family Cancer Fund within the
GiveWell Community Foundation
Mrs. Phyllis S. Lovelace
The Gertrude S. McGrew Trust
Mr. Robert C. Turner
Mrs. Karen L. Wright

Supporter (\$2,500+)

Anonymous
Bartow Community Healthcare Foundation, Inc.
Mr. Donald L. Detweiler
Florida's Natural Growers Foundation, Inc.
William D. and Agnes Helmuth Foundation
Nyona Parker Memorial Fishing Tournament
Mr. William T. Rhoades II
Mr. John H. Rhoades
The Saterbo Family Fund within
The GiveWell Community Foundation
Dr. Albert P. Sheppard

Friend (\$1,000+)

Anonymous
The Bruce Abels Fund within the GiveWell
Community Foundation
Mr. and Mrs. Gregory J. Adams
Mrs. Sylvia Beale
Mr. Larry Beatty
Mr. and Mrs. William B. Berg
Mr. James I. Black III
Ms. Norma S. Bowen

Mrs. Sandra K. Brosius
The Campisi Family Foundation, Inc.
Mr. John M. Cavese
Cypress Lake 19th Holes
Dashboard Wealth Advisors LLC
Mrs. Carol Dennis
Exelon Foundation Matching Gift Program
Mr. George M. Fouts
Mrs. Beverly Gartenberg
Dr. Anna Clare Green
Ms. Kathryn A. Greever
Ms. Carol A. Hall
The Ellie M. Hartog Fund within the GiveWell
Community Foundation
S.Y. Hartt & Son, Inc.
Mr. and Mrs. Darryl W. Head
Highlands Social Dance Club
Mr. Kirk Hill
Hometown Ventures LLC
Mr. Robert Huston
Illinois Tool Works Foundation
Ms. Toni L. Jholl
Mr. and Mrs. James T. Joiner
Mr. Mark A. Kalman
Ms. Diane B. Kuhnly
Lake Ashton Bingo Concessions
The Lord's Church at Lake Henry
Mrs. Marie Madison
Mr. Robert E. McCollough
Ms. Susan M. McKnight
The Grayce W. McNamara Foundation
Medline Industries, Inc.
Mr. Wayne Mundy
Mrs. Donna B. Nophsker
The Estate of Debora Cay Olver
Ms. Emily M. Ostresh

Chapters Health Donors

Positive Medical Transport
 Ms. Rebecca K. Primeau
 Mr. and Mrs. Clifford R. Rhoades
 Mrs. Nancy S. Roth
 Mr. and Mrs. Ralph P. Staggs
 State Farm Companies Foundation
 Mr. and Mrs. Peter E. Sternlicht
 Ms. Molly L. Stewart
 Straughn and Turner, P.A.
 Swiss Golf and Tennis HOA
 Ms. Sheryl J. Sypek
 Veterans of Foreign Wars Post 4945
 Mr. and Mrs. Joseph Villani
 Ms. Deborah J. Wallace
 Mr. Willie F. Ward
 Mr. Malcom Watson
 Ms. Melonie E. Whitney
 Mr. Daniel C. Williams

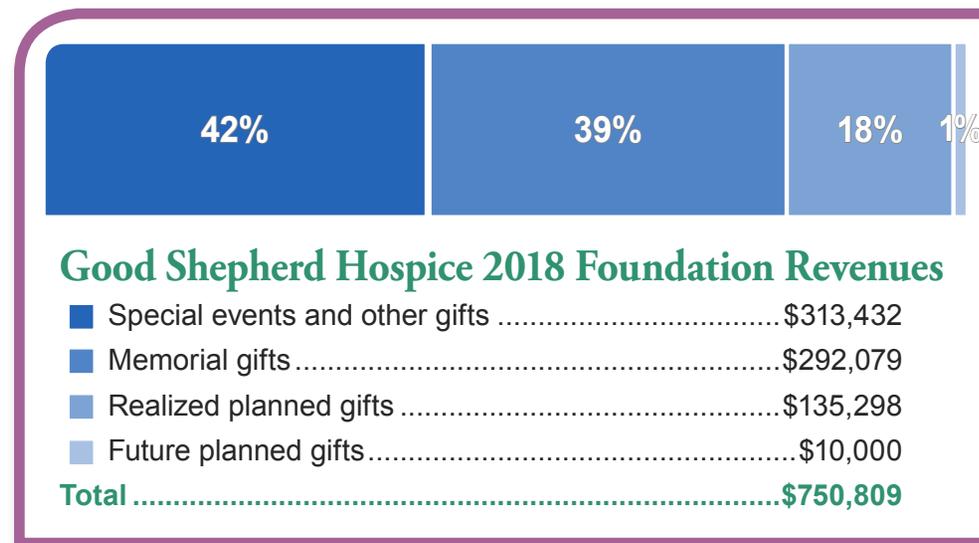
Patron (\$250+)

Anonymous
 Mr. Edward D. Adams
 Alcoma Caretaking, LLC
 Ms. Theresa S. Alexandrich
 Mr. and Mrs. Clifton Atwood
 Ms. Jodie B. Aycock
 Mrs. Virginia L. Bagge
 Mrs. Paulette W. Baker
 Bank of Central Florida
 Mr. and Mrs. W. D. Barnes
 Mr. William L. Barnhill Jr.
 Mrs. Deana L. Barton
 Bagwell Lumber Company
 Mrs. Linda D. Beale
 Ms. Amy S. Bennefeld
 Ms. Juanita Bergfield

The Robert and Rhonda Beswick Fund within
 the GiveWell Community Foundation
 Bible Fellowship Church
 Mr. David G. Biteman
 Mrs. Anne B. Botz
 Ms. Cynthia F. Brannon
 Mr. Bernard Brazzale
 Ms. Virginia F. Brinton
 Mr. Jefferson O. Brock
 Mrs. Unifay Brown
 Mr. and Mrs. John M. Burgess
 Ms. Kim M. Burrell
 Mr. and Mrs. Michael Butler
 Mrs. Ilse R. Buzzanca
 Mrs. Margaret A. Campbell
 Mr. and Mrs. Sal Campisi Jr.
 Mrs. Helen D. Cannon
 Mrs. Theresa A. Casey
 Dr. and Mrs. Robert H. Cassell
 Mr. Pierre Cattin
 Central Park II Chapel
 Mrs. Joanne K. Chappel
 Chapters Health System — Revenue
 Cycle Dept.
 Mrs. Nita J. Clarkson
 Mr. and Mrs. Jeffrey A. Clyne
 Comcar Industries, Inc.
 Dr. Catherine P. Cornelius
 Mr. and Mrs. Donald J. Cox
 Ms. Paula K. Creamer
 Mr. and Mrs. William E. Crenshaw
 Mrs. Jo Ann Crumbly
 Mrs. Joan K. Daniscsak
 Ms. Birgit A. Davis
 Mrs. Patricia M. Davis
 Mr. Jim Dennis

Mr. Carl DeVito
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 Mr. Luke Doroshenko
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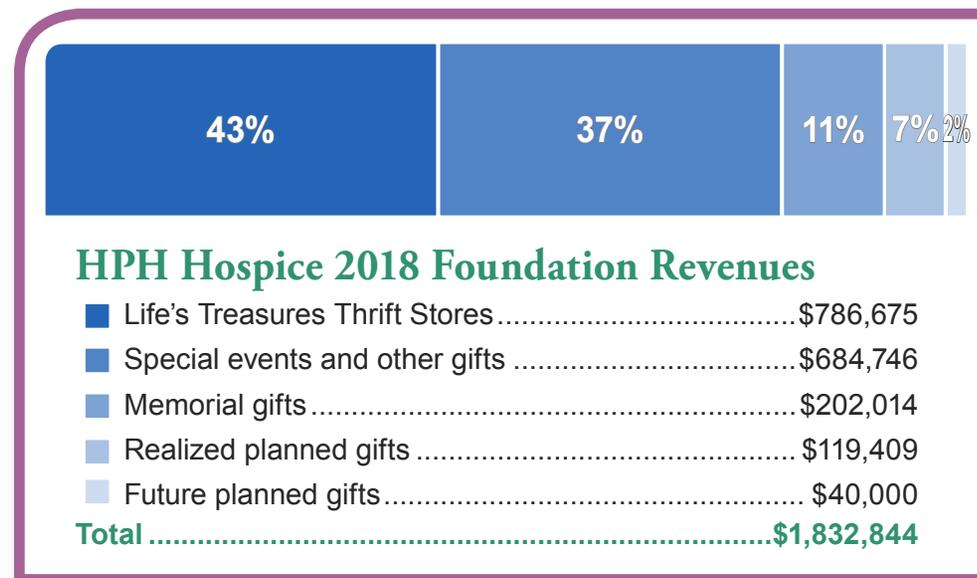
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