A Message From Our CEOs

Ocala Health continues to grow to meet the needs of our community with expansions in 2017. West Marion Community Hospital opened four new operating rooms, nine new emergency rooms, and more than 200 parking spaces. Ocala Health also added technology to its minimally invasive surgical services with the da Vinci Xi® Surgical System. The 44 patient rooms opened in early 2018 represent a near doubling in capacity over just a few years. The hospital is also adding a fifth floor shell to allow for quicker expansion in the future.

Ocala Regional Medical Center has just begun an expansion representing 35,000 square feet of new space and renovation of 50,000 square feet of existing space. These expansions will result in 34 more inpatient beds, 12 more emergency room beds as well as a new public emergency entrance, two more operating rooms, and a bi-plane for interventional procedures. Ocala Health also added technology to its cardiovascular program with Impella, the world’s smallest heart pump designed to provide minimally-invasive, temporary support for patients with heart failure.

The quality of care provided to patients was exemplified by recognitions from third party organizations. The Trauma Center celebrated five years of providing service to the community and earning Level II Trauma Center Verification by the Verification Review Committee, an ad hoc committee of the Committee on Trauma of the American College of Surgeons (ACS). Our cardiothoracic service also received high marks from The Society of Thoracic Surgeons (STS) - a three-star rating for patient care and outcomes in isolated coronary artery bypass grafting (CABG) procedures. Ocala Health was once again honored with the Get With The Guidelines®-Stroke Gold-Plus Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association/American Stroke Association for the treatment of stroke patients. This is the seventh consecutive year that Ocala Health has received this award.

Ocala Health continued its residency programs in Family Medicine and Internal Medicine and added programs in General Surgery and Emergency Medicine in 2017. The Graduate Medical Education program at Ocala Health, launched in July 2015, offers residents education and training to develop personal, clinical, and professional competence under the guidance and supervision of a highly-knowledgeable faculty and skilled staff. These programs, based at Ocala Regional Medical Center, are part of the University of Central Florida College of Medicine/Hospital Corporation of America (HCA) Graduate Medical Education Consortium Program.

Above all else, we are committed to the care and improvement of human life in Marion County and surrounding communities. We look forward to continuing to work with community leaders, local EMS and law enforcement, our dedicated staff, physicians and volunteers to provide quality healthcare for our growing community.

Chad Christianson
Chief Executive Officer Ocala Health

Ginger Carroll
Chief Executive Officer West Marion Community Hospital

www.OcalaHealthSystem.com
The Ocala Health Family

Ocala Regional Medical Center
1431 SW 1st Ave, Ocala

West Marion Community Hospital
4600 SW 46th Court, Ocala

Summerfield ER
14193 S US Hwy 441, Summerfield

Advanced Imaging Centers
2300 SE 17th St, Suites 302 & 800, Ocala
OcalaHealthAIC.com

Family Care Specialists
2415 SE 17th Street, Ocala
1800 SE 17th Street, Bldg 100, Ocala
2300 SE 17th Street, Suite 402, Ocala
10696 SE US Hwy 441, Belleview
4850 SE 110th Street, Belleview
8150 SW SR 200, Unit 400, Ocala
OcalaHealthFCS.com

Ocala Health Heart & Lung Surgery
1500 SE Magnolia Ext, Suite 203, Ocala
OcalaHealthHeartandLung.com

Ocala Health Neurosurgical Group
1725 SE 28th Loop, Suites 101 & 103,
Ocala 1500 SE Magnolia Ext, Suite 204,
Ocala
OcalaHealthNeurosurgicalGroup.com

Wound and Hyperbaric Center
3300 SW 34th Ave, Suite 104, Ocala

Senior Wellness Community Center
9850 SW 84th Court, Suite 500, Ocala

Ocala Health: Our family caring for yours.

We work every day to provide the safest, most advanced, patient-focused care you’ve ever experienced. Our team is ready to care for you and your family with our two hospitals, three emergency departments, six primary care practices, two surgical practices, an imaging center, a wound center, and a center for senior wellness. As Marion County continues to grow, Ocala Health expands to better serve the healthcare needs of our community. Whether it’s adding to our existing facilities or adding new locations and services, we’re committed to the care and improvement of human life.
2017 Community Impact Summary

HOSPITAL STATISTICS
Patients Treated........................................203,061
Annual Admissions.................................23,686
Annual Emergency Visits.......................118,240
Total Medicaid Patients Treated.............35,256
Indigent Patients Treated.........................28,526

FACILITIES
Hospitals ..............................................2
Licensed Beds........................................360
Diagnostic Imaging ..............................1
Advanced Imaging Centers
Primary Care Physician Practices............6
Family Care Specialists
Specialty Physician Practices...............4
  Ocala Health Heart & Lung Surgery
Ocala Health Neurology
  Ocala Health Neurosurgical Group
Ocala Health Trauma

OUR TEAM
Total Employees....................................2,196
Total Physicians....................................581
Total Volunteers....................................149
Total Salaries and Benefits ................................................................. $162,522,636
Cost of Charity and Uncompensated Care ...................................... $30,931,077

**TAXES PAID**

Federal Income Tax ......................................................................................... $14,143,559
State Income Tax ................................................................................................. $1,327,054
Indigent Care Tax ................................................................................................. $5,297,353
Property Tax ........................................................................................................... $1,679,160
Sales Tax ................................................................................................................ $2,888,357
Other Local Tax ...................................................................................................... $60,893
Total Taxes ............................................................................................................ $25,396,376

Capital Investment ............................................................................................... $29,594,420
Total Local Vendor Support ................................................................................ $43,395,348
Minority and Women-Owned Business Support ......................................... $9,045,490
Physician Specialty Coverage ............................................................................ $16,453,509

**TOTAL ECONOMIC IMPACT** ....................................................................... $308,293,365
**Awards & Recognition**

**Bariatric**
American College of Surgeons Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program
BCBS Blue Distinction Centers+ Comprehensive Center for Bariatric Surgery

**Cardiac**
American College of Cardiology Accredited Chest Pain Center
The Society of Thoracic Surgeons Three-Star Rating for Coronary Artery Bypass Grafting (CABG) Procedures
BCBS Blue Distinction Centers+ for Cardiac Care

**Neurosciences**
Joint Commission Certified Primary Stroke Center
American Stroke Association Get With The Guidelines®-Stroke Plus Achievement Award

**Orthopedics**
Joint Commission Certification for Knee Replacement, Hip Replacement, and Spinal Fusion
Healthgrades America’s 100 Best Hospitals for Orthopedic Surgery Award™
Healthgrades America’s 100 Best Hospitals for Spine Surgery Award™

**Trauma**
Florida Department of Health Designated Level II Trauma Center
American College of Surgeons Committee on Trauma Verified Trauma Center

*Our team at Ocala Regional (left) and West Marion (right) celebrating seven years of Get With The Guidelines-Stroke Gold Plus Achievement Award from American Stroke Association.*
Giving Back To The Community

Giving back to the community is a long-practiced tradition for Ocala Health. Through financial and volunteer support, we work with a number of community organizations to further our mission of caring for and improving human life.

In a similar way, Ocala Health volunteers make a significant contribution to our organization every day. During 2017, our volunteers logged 23,883 hours of time to assist in the comfort and aid of our patients and their families.

During 2017, staff members and leadership supported the following community organizations:

- American Cancer Society
- American Heart Association
- Cornerstone School
- Hunger Fight
- Hospice of Marion County
- H.U.G.S. Charities
- India Association Cultural Education Center
- Marion County Children’s Alliance
- Marion County Health Alliance
- Marion County School of Radiologic Technology
- Marion County Foster Parenting Association
- Michelle-O-Gram
- Ocala Royal Dames for Cancer Research
- PACE Center for Girls
- Public Education Foundation
- Reddick-Collier Elementary School
- United Way of Marion County

Ocala Health at American Heart Association’s Heart Walk

Ocala Health at United Way Day of Caring
Our new, upgraded patient portal is called MyHealthOne. It is designed to simplify and streamline our patients’ experience with our facilities, and empower patients and their loved ones to have more control and flexibility in how they manage their care.

It gives our patients secure access to features and functionalities such as:

- Manage the health of a loved one
- Lab results
- Find a doctor
- Classes & events
- Pre-registration
- Make an appointment
- Bill pay
- Health information
- Health visits

**PatientKeeper** Advanced Clinicals

- HCA’s comprehensive electronic health record solution supports all aspects of the physician workflow to include ordering, documentation, and access to patient data and results.
- The PatientKeeper Platform improves access to critical patient information for daily care management and rounding. Physicians can act on information, quickly and easily, at the patient’s bedside, saving valuable time.
- Recognized as one of Modern Healthcare’s Top 10 Most Important Mobile Medical Applications, PatientKeeper includes an innovative mobile platform for providers to have anytime, anywhere access to secure clinical data via smart phone or tablet device.
- PatientKeeper is innovation transforming patient care!
Linda Dumeer looked forward to a day of good food and card games with some friends on Easter Sunday, but what started as a day of fun, ended in the operating room. As Linda was washing dishes, she started to lose her balance. “Initially, I laughed and blamed it on my shoes,” she said. “But then later while we were playing cards, my left hand wouldn’t let go of the cards.”

Linda’s husband drove her to the emergency room at West Marion Community Hospital. “Right away they knew, by my face and symptoms, that I was having a stroke,” Linda recalls. The emergency team at West Marion took her in right away, administered a few tests and decided she needed to be transported immediately to North Florida Regional Medical Center, a sister facility.

Linda was immediately taken to the cath lab where doctors removed not just one, but two blood clots in her brain. “I don’t remember much from that day,” says Linda, “but the next day, it was almost like nothing had happened. Of course they were monitoring me and testing reflexes and blood pressure, but I really felt completely normal.”

Linda stayed only one night in the hospital, and needed almost no follow-up care. Her doctors and nurses were amazed at her quick recovery. She accredits it all to having been attended to so quickly in the emergency room at West Marion Community Hospital. “I know if another hour had passed before they removed the clots, I probably would have had more side effects. I’m a very lucky girl.”

Linda, who’s been a retired resident in Florida for nearly 15 years, is happy to be back to playing bridge and golf with her husband and her friends. “I’m trying harder now to stay active and healthy. I’ve even taken up tai chi since the stroke to help a little with my balance, and I’m loving it.”
Four years ago, when Gerald Nettles was in the hospital having knee surgery, doctors discovered he had a bad aortic valve. They wanted to do open heart surgery to repair it immediately, but Gerald was hesitant. “I’m 91 years old. I didn’t want my chest opened up, and all the recovery time and issues that can come from that,” Gerald remembers. He refused the surgery and left the hospital promising to follow-up with a cardiologist.

Years later, Gerald saw an article in the paper about two surgeons who were doing heart surgery through a minimally-invasive procedure that involved removing a rib rather than opening up the chest. “My wife and I signed up to go to their seminar and I spoke with Dr. Osian. He invited me to make an appointment with him for some testing to see if I was a candidate.”

When Gerald went to see Dr. Omeni Osian, a cardiothoracic surgeon at Ocala Health, they performed standard CT scans and x-rays and determined quickly that Gerald was a prime candidate for the procedure. In January 2017, Gerald’s surgery was a great success.

“I really recovered very quickly. I was only in the hospital for five days, and went to cardiac rehab for a while after that, but since then I’ve been doing just great. And I can’t say enough about Dr. Osian. He actually came to see me in the hospital after the surgery and thanked me for having the confidence in him to do the surgery at my age.”

Gerald and his wife recently celebrated their 70th wedding anniversary. Nearly 50 people attended a party for them, and Dr. Osian and his wife were there to celebrate with them. “He’s just a fantastic individual, and he really impressed me and my wife,” says Gerald. “My heart valve was in bad shape. If I hadn’t had the surgery, I might not have made it to the party. Dr. Osian and Ocala Health are the reason I’m still here.”
Colleen Scala had been anemic her whole life, and had tried for years to figure out the cause. Finally, a few years ago when she was already receiving treatment for stage III breast cancer, her oncologist decided to have a colonoscopy done to determine the cause of the anemia.

“It turned out that it was colon cancer, which wasn’t surprising to me,” remembered Colleen. The cancer had previously run in her family – father, brother and sister all having had the disease. “When I found out I had it too, I figured I was right in line to die with them,” she says.

Colleen’s oncologist referred her to Dr. Angel Caban, a general surgeon practicing at Ocala Health. “I cannot praise Dr. Caban enough,” says Colleen. “And it wasn’t just performing the surgery that saved my life. He’s quite a character, and honestly, laughing so much with him is what got me through the cancer.”

Dr. Caban performed a colon resection on Colleen in two separate procedures, and removed most of it. She was in the hospital for a week for the first surgery and then another two weeks when Dr. Caban performed the second. “The whole staff was super sweet. I had a really hard time sleeping at night, and the nurses would just come in to sit and talk with me.”

Colleen finds it ironic that anemia is probably what saved her life. “I could say cancer saved my life, but it was the anemia that started it all. Having cancer made me realize how precious life is and how I need to take care of myself. I’ve gone from 200 lbs. down to 150. I exercise regularly and eat really healthy to try to keep the cancer away.”

“The whole staff was super sweet. I had a really hard time sleeping at night, and the nurses would just come in to sit and talk with me.”

Colleen Scala
Sherri Weller, Neurosurgery

Sherri Weller went to church one Sunday morning just as she had every Sunday for years. But this particular Sunday would prove to be like no other before it. At 75 years old, Sherri felt normal and healthy as she got up and had breakfast, but while sitting in church, she passed out and was rushed to Ocala Regional Medical Center. Doctors found she had a growth on her pituitary gland.

“I found it so strange that I had no symptoms before I passed out, but here I was at the hospital about to undergo extensive surgery,” remembers Sherri. “But ‘Dr. SK’ and his team assured me that, while this growth was serious and I’d need surgery immediately, that they could take care of me and get me back to my normal life.”

‘Dr. SK,’ Ocala Health neurosurgeon Saravanan Karuppiah, explained to Sherri that they felt confident they could access the growth through her nasal cavity, and in doing so, would reduce some of the trauma of surgery. And although the surgery did take longer than expected since the growth was wrapped around Sherri’s optic nerve, Dr. SK and the Ocala Health neurosurgery team were able to successfully remove the entire growth.

“After surgery, I was in the hospital for a couple weeks and the nursing staff that looked after me was just excellent. I’m not a demanding person, and usually try to work through things on my own, but they were just so considerate and helpful and caring,” says Sherri.

She went on to rehab before she was released to home care and outpatient therapy, but Sherri is finally back to her normal life. “It took about a year and a half to completely get back to normal, but I did, just like Dr. SK promised.”

Today, Sherri is back out walking and driving and living life pain-free. “I am so glad to have Ocala Health and Dr. SK’s team. They’re just like family – they care so much.”
Fifty-year-old Darlene Vocaturo prides herself in running a farm and raising show horses, but for a long time, Darlene was living with pain that was too great to care for her business or her animals. “Arthritis runs in my family, and we have it bad,” she says. “My knees were so bad that I couldn’t walk, couldn’t bend to sit or drive, let alone ride a horse.”

Darlene explains that because of the nature of the arthritis in her knees, most doctors she spoke with would not operate or consider a knee replacement. “They would try rehab exercises and pain killers and cortisone shots, but absolutely nothing even touched the pain I was experiencing. It was debilitating, and my life was basically on hold because of it.”

All that changed when Darlene went to Dr. Derek Farr, an orthopedic surgeon practicing at Ocala Health. He recommended that Darlene have robotic-assisted total knee replacement surgery. “He made me completely comfortable with the robotic-assisted part, and told me that the recovery time would be drastically reduced using this method.”

Recovery after her knee replacement went well, and Darlene was back to working on her farm and riding horses in less than six weeks. “Unless you saw the scar, you would never know I had surgery or had this horrible pain less than a year ago. And it’s nice to finally smile again. It’s hard to smile when you’re in so much pain all the time.”

Darlene’s surgery was so successful that now her sister, who also suffers from debilitating arthritis in her knees is traveling to Ocala from Alaska to have Dr. Farr perform the same surgery. “Dr. Farr and the orthopedic team at Ocala Health really helped me get through everything so wonderfully – and get back to the life I wanted to live – and I’m confident they will do the same thing for my sister.”

“He made me completely comfortable with the robotic-assisted part, and told me that the recovery time would be drastically reduced using this method.”

Darlene Vocaturo
Laura Adamski, Bariatric Surgery

Laura Adamski had always struggled with her weight, as has her family. She had high blood pressure, high cholesterol and was borderline diabetic. But it wasn’t until she saw her grandmother in the hospital, struggling because of complications of her weight, that she decided she needed to make a change. “I was only 32 years old, and I weighted 265 lbs. That’s way too young to be so heavy and in so much pain,” says Laura.

On recommendation of her family physician, Laura made an appointment to see Dr. Griffin, a bariatric surgeon practicing at Ocala Health. “I knew I needed a tool to help me control how much I ate. After my first meeting with Dr. Griffin, I was convinced I wanted to move forward with the gastric sleeve procedure,” says Laura. “It’s a little bit less invasive than other procedures and there was less of a chance of malnutrition.”

Convictions aside, Laura knew the process of bariatric surgery wouldn’t be an easy one. “Dr. Griffin has a wonderful bedside manner. He’s very calming. He and his staff walked me through everything and answered every question, rational or not, that I had.” Despite her fears, Laura’s surgery was a success and she was released from the hospital just a couple days after surgery.

In 10 days, Laura was back to work styling hair for a large wedding party. Her family has been exceptionally supportive of the changes she’s had to make. “My husband and I have two small children, and they’re a huge reason why I needed to do this. We’ve started teaching them about good eating habits and healthy food, and I’m happy that I’m able to model it for them now.”

Laura Adamski

“MY husband and I have two small children, and they’re a huge reason why I needed to do this. We’ve started teaching them about good eating habits and healthy food, and I’m happy that I’m able to model it for them now.”

Laura Adamski

Today, Laura is leading a happier, fuller life. “I have plans now. Plans that don’t include sitting on the couch. We travel more and I just ran five miles the other day. I never would have dreamed I’d be able to do that,” Laura says. She is already only 15-20 lbs. away from her goal weight and working out 3-6 days a week.

“I was definitely nervous to have surgery and permanently change the way my body worked – it’s a big deal. But I was more nervous about what might have happened if I didn’t.”
When Cheryl Cooley was diagnosed with breast cancer, she chose to have her lumpectomy at Ocala Health. Because of previous reactions to medications, Cheryl’s physicians had to use an alternate dye during her surgery.

“They explained to me that one of the side effects of the alternate dye was necrosis – or tissue death,” Cheryl recalls. “So as I was recovering from the surgery, the incision became infected and needed a great deal of attention.”

Cheryl had a Peripherally Inserted Central Catheter (PICC) line put in before she left the hospital to continue antibiotics at home, and her outpatient care was then turned over to the Ocala Health Wound & Hyperbaric Center.

“Everyone at the Center was just so amazing,” Cheryl says. “My husband and I were just amazed at their professionalism and kindness – not just from doctors and nurses – but from everyone you meet from the minute you walk in the door.”

Since Cheryl lives in Summerfield, she would often be in Ocala for other errands and appointments. “Several times, I just stopped into the Wound & Hyperbaric Center with no appointment or called ahead to see if they could just fit me in, and I was never turned away.”

“I can remember sitting in the waiting room and seeing all the severe patient cases these doctors and nurses had to deal with every day, and they never once treated me like my small wound was a bother,” Cheryl says. “We were there a lot, and we never once ran into someone who acted like they woke up on the wrong side of the bed. It was a real blessing in our lives.”

“Several times, I just stopped into the Wound & Hyperbaric Center with no appointment or called ahead to see if they could just fit me in, and I was never turned away.”

Cheryl Cooley
Marlene Soto, *Robotic GYN (Hysterectomy)*

Three years ago, Marlene Soto was diagnosed with and beat stage I breast cancer. This year, as she was continuing routine follow-up care in remission, she started having uterine bleeding even though she had already been through menopause. "It wasn't really a ton of physical pain, but it was uncomfortable enough for me to go talk to Dr. Riley."

Dr. Poorti Riley, an OBGYN practicing at Ocala Health, had been Marlene's doctor for nearly ten years. "She agreed that the symptoms I was experiencing weren't normal, and proceeded with ultrasounds and biopsies to diagnose me," remembered Marlene. Dr. Riley discovered she had a proliferative endometrium and due to her history with cancer, Marlene's best option was to have a full hysterectomy.

"She explained everything about the procedure and the recovery to me so clearly, using visuals and everything. I loved seeing the visuals because I could really understand what would happen to my body. Dr. Riley is one of the most understanding and compassionate doctors I've ever had. I trust her completely, so if she said I needed surgery, then I'd have surgery."

Marlene was allowed to schedule her surgery at the end of May, to coincide with the end of the school year. "That's another thing I love - that Ocala Health and Dr. Riley really put the patient's needs first, even if they're not medical needs. They let my daughter and good friend be with me right until I was wheeled into surgery."

After surgery, Marlene was given the option of going home or staying overnight in the hospital. She chose to stay the night and remembers the post-operative nurses were wonderful. "When Dr. Riley visited me the next morning, she just gave me a big smile and a huge hug, and that really makes all the difference. I really appreciate that from her," says Marlene.

“*That’s another thing I love- that Ocala Health and Dr. Riley really put the patients’ needs first.*”

Marlene Soto
Tommy V., *Trauma Services*

Tommy was visiting the springs in Ocala when he was involved in a four-car accident on Highway 27 near downtown. During the accident, Tommy was ejected from the vehicle. While passing the accident, Heidi Ramos, a nurse at Ocala Regional Medical Center, saw the accident and immediately pulled over. She had her daughter call 911 and began performing CPR on Tommy.

Tommy was brought to Ocala Regional Medical Center’s Trauma Center as a trauma alert. He was then taken directly into surgery that would last several hours. Tommy spent the next few weeks at the hospital healing from his injuries sustained during the motor vehicle collision.

When asked about his experience at Ocala Regional Medical Center, Tommy says, “Every single day is getting better. So many people at Ocala Regional supported me and worked diligently to maintain my vitals so I would survive. I feel very blessed and feel like I have a second chance at life.”

Ocala Regional Medical Center’s Trauma Center opened in December 2012 and is designated as a Level II Trauma Center by the Florida Department of Health. The Trauma Center is also an American College of Surgeons Committee on Trauma Verified Trauma Center.

“I feel very blessed and feel like I have a second chance at life.”

Tommy V.
Leadership Team

OCALA HEALTH LEADERSHIP

Chad Christianson - Chief Executive Officer
Ocala Health

Sabrina Braun - Chief Nursing Officer
Ocala Regional Medical Center

Ginger Carroll - Chief Executive Officer
West Marion Community Hospital

Michelle Farris - Chief Nursing Officer
West Marion Community Hospital

Scott Hankinson - Chief Financial Officer
Ocala Health

Art Osberg, MD - Chief Medical Officer
Ocala Health

Gabe Bullaro - Chief Operating Officer
Ocala Health

OCALA HEALTH BOARD OF TRUSTEES

Larry Popeil, MD
Tom D. Ingram
Joseph Locker, MD
Steve Hollosi
Carmen Murvin
Jose Delgado Elvir, MD
Sid Clevinger, MD
Ashwin Rumalla, MD
Steven W. Hughes, DDS

Available Services

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COMMUNITY REPORT 2018

Ocala Health
We Stand By You.
Looking to the Future

Expanding to Better Serve the Community

Ocala Health will continue to invest in expanding facilities and adding new programs and services in 2018. Ocala Regional Medical Center has just begun an expansion representing 35,000 square feet of new space and renovation of 50,000 square feet of existing space.

The expansion project at Ocala Regional Medical Center will include the below:

- Addition of 34 inpatient beds, bringing the total to 256 inpatient beds
- Addition of 12 emergency room beds and new entrance to the emergency department, bringing the total to 32 emergency room beds
- Addition of two large operating rooms and support areas, bringing the total to 13 operating room
- Addition of biplane for interventional procedures

Growing Physicians and Programs

Ocala Health will continue to grow the next generation of physicians through its Graduate Medical Education program, providing education and training to develop personal, clinical, and professional competence under the guidance and supervision of a highly-knowledgeable faculty and skilled staff. While continuing its Family Medicine, Internal Medicine, General Surgery, and Emergency Medicine Programs, Ocala Health will expand with an Anesthesiology Program and a Transitional Year Program. The facility currently has 71 residents. With these new programs launching in 2018, the resident count will increase to 104. These programs, based at Ocala Regional Medical Center, are part of the University of Central Florida College of Medicine/Hospital Corporation of America (HCA) Graduate Medical Education Consortium Program.

Over the next three years, Ocala Health plans to have more than 150 residents across eight programs. Ocala Health is proud to nurture and grow this program to elevate care at the hospital and create a more sustainable healthcare model for Marion County.