

Clinically Integrated Network Value Report 2023



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Letter from the Chairperson

Dear Friends and Network Colleagues,



As I conclude the final chapter of my professional career, I find myself penning this message one final time to share our annually published Clinically Integrated Network Value Report. Having had the opportunity to serve as the board chairperson for the past several years of our network has been

an amazing privilege – it has been one I will forever cherish, but also forever miss as I begin my retirement later this year. However, while I reconcile these mixed emotions of pride and nostalgia, I could not be more thrilled and optimistic for the future of Orlando Health Network and Bayfront Health Network as I pass the baton to my esteemed colleague and successor, Martin Soto, MD.

Thinking back on my 33 years of clinical practice and 10 years as a board officer for this incredible organization, I reflect on just how many times I have found myself profoundly humbled to work alongside such a remarkable group of physicians, clinicians and administrative leaders. The journey we embarked upon together just a little more than a decade ago was undoubtedly a bold one, forging a new path forward in the unexplored realm of value-based care and population health. We learned a lot at that time, and we continue to learn a lot today, as we endeavor into new models and programs with the hopes of fundamentally changing the way healthcare is offered and delivered to our communities. In retrospect, our venture into these uncharted waters has proven to be both transformative and immeasurably rewarding.

Our true strength as a network lies in our unity of purpose, as we have brought together more than 6,600 providers in joint efforts to improve care for the nearly 300,000 managed patients across a dozen different programs and payment models. Today, the network spans 13 Central Florida and Western Florida counties; and, most recently, we have proven our healing touch to know no bounds, with Orlando Health's clinical footprint now stretching into Puerto Rico.

As our network has so demonstrably grown, so too has our ability to care for and about the populations we manage in conjunction with our amazing health system partner. This powerful alliance has cemented our network as one of the leading organizations in the nation in delivering on its value-based aims. This is evidenced by our network's ability to drive cost savings of approximately \$20 million annually to our payer and employer partners since 2013. More impressively, our quality care results continue to outpace market, regional and national level benchmarks across numerous preventive care, process-based and outcome-based metrics.

Nevertheless, our work is anything short of finished – we are increasingly exploring opportunities to disrupt the status quo to deliver better value to the patients and communities we serve. As a testament to this relentless desire for excellence, look no further than the myriad innovative care models and concepts our network leadership team has pushed forward in this past year to positively impact those we serve, including:

- The development of customized disease and procedure-specific care pathways for our chronic care management and bundled payment programs.
- The refinement of the post-acute care networks to ensure the highest performing skilled nursing facilities and home health agencies were aligned in meeting several new performance standards and practice protocols.
- The establishment of our new Orlando Health Support Team for Aftercare and Resources (STAR) Outpatient Centers designed to effectively manage the post-hospitalization and/or advanced pharmacy needs of our patients.
- The expansion of our direct-to-employer models and alignment with retail-based partners to meet the evolving trends in patient and payer consumerism.
- The formation of our provider-led Network Performance Committee to advise on all network-related quality, operational and financial improvement opportunities.

These are exciting times, and I must acknowledge that none of this would be made possible without the contributions of each and every person that has been part of our clinical integration journey to date. In light of all that has been accomplished thus far and knowing what is on the horizon for this organization in the years ahead, I eagerly await what accomplishments will come to life under the leadership of our new board chairperson.

In closing, I extend my deepest gratitude to each one of you for your unwavering support and commitment to our aligned cause, to deliver the highest value healthcare to our patients and their families. Together, we have propelled our network to soaring heights with dedication, compassion and excellence. It is with the utmost reverence I salute you all who have unfailingly championed these noble efforts.

With profound admiration and best wishes for the future,



Erik C. Walker, MD
Board Chairperson, Orlando Health Network

Orlando Health Network

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Expansions and Growth

Orlando Health Jewett Orthopedic Institute Unveils New Facility

In August 2023, Orlando Health Jewett Orthopedic Institute opened the region's largest orthopedic and sports medicine practice. The new 375,000-square-foot downtown complex features a medical pavilion and a full-service orthopedic hospital.

The only facility of its kind in Florida, the institute includes 75 inpatient rooms and 10 operating suites, four of which are virtually connected operating suites that can help train surgeons around the world. The adjacent medical pavilion has outpatient clinics, physical therapy space, an imaging suite that offers the most advanced imaging (including virtual reality), and an ambulatory surgery center.

Serving more than 250,000 patients each year, the institute's physicians specialize in every area of orthopedics including joint replacement, hand and upper extremities, foot and ankle, orthopedic trauma, sports medicine, concussions, musculoskeletal radiology and bone health.

Doctors' Center Hospital Joins Orlando Health Family

The partnership between Orlando Health and Doctors' Center Hospital in Puerto Rico creates a unique cross-market opportunity and raises the bar for healthcare on the island. Residents of Puerto Rico will now have the benefit of high-quality care on the island combined with access to Orlando Health's extensive Spanish-speaking provider network in Florida.

Patients who reside in or travel between the United States and Puerto Rico will realize numerous benefits from the alliance. It will also improve the continuity of care, especially for frequent travelers who may suffer from chronic conditions.

As the only all-private-room hospital in Puerto Rico, Doctors' Center Hospital Orlando Health – Dorado provides excellent patient care across multiple specialties.





Bayfront Health Opens New Emergency Room

The recently opened Bayfront Health Emergency Room – Crossroads includes a 42,000-square-foot emergency room, which is located on the ground floor with space for future medical offices on the second and third floors.

Located in West St. Petersburg, the emergency room has 12 exam rooms, including two resuscitation rooms, plus six areas where patients can comfortably wait for their results. The facility also has an ambulance bay.



Bayfront Health Medical Pavilion – Institute Square Coming Soon

Bayfront Health is teaming up with three of Florida's top medical specialists to build its new Bayfront Health Medical Pavilion – Institute Square.

The pavilion will be a technologically advanced facility offering world-class care to the Tampa Bay region and beyond through Florida Cancer Specialists and Research Institute, All Florida Orthopaedic Associates and Women's Care.

Women's care will be provided in the distinctive Women's Pavilion. Equipped with the latest screening and diagnostic tools, the pavilion will be staffed by a team of highly trained physicians and will be home to a multi-specialty practice offering with access to various specialties.



Plans on the Horizon for Orlando Health Neuroscience Institute

In 2024, Orlando Health will debut a new Neuroscience Institute that will serve patients throughout the southeastern United States. The three-story, 45,000-square-foot medical office building will house other Orlando Health neuroscience service lines including neurosurgery, neurology, neurodiagnostics, interventional pain and the Orlando Health Neuroscience Institute Spine Care Center.

The new facility is being designed in conjunction with Orlando Health's Energy and Sustainability Task Force to reduce energy consumption by 15% and optimize the building's performance.

Colon and Rectal Clinic of Orlando Joins with Orlando Health

After having a long-standing relationship with The Colon and Rectal Clinic (CRC) of Orlando, Orlando Health welcomed CRC to the organization, forming the Orlando Health Colon and Rectal Institute. This includes seven board-certified physicians that have all worked closely with Orlando Health for several years.

CRC and Orlando Health have a long history of collaboration, including the recently earned recognition from the National Accreditation Program in Rectal Cancer (NAPRC), a quality program of the American College of Surgeons. This achievement places Orlando Health Cancer Institute among just 62 other centers nationwide that have received NAPRC accreditation.

Florida Medical Clinic Acquired by Orlando Health

After providing patients with access to distinguished physicians and providers for three decades, Florida Medical Clinic joined forces with Orlando Health. This multi-specialty group has more than 54 locations in Hillsborough and Pasco Counties. Florida Medical Clinic currently has more than 350 providers, 40 medical specialties and a team of more than 2,000 employees.

Orlando Health Spotlight Awards and Recognitions



U.S. News & World Report 2023-2024 High Performing Hospitals

U.S. News & World Report has recognized Orlando Health hospitals in three categories in its 2023-24 Best Hospitals rankings.

The distinctions include a top 50 national ranking in Cardiology, Heart and Vascular Surgery; regional rankings in Florida and the Orlando area; and high performing ratings in adult specialties and adult procedure and conditions.

Nationally, Orlando Health Orlando Regional Medical Center (ORMC), Orlando Health Dr. P. Phillips Hospital, and Orlando Health South Seminole Hospital ranked number 49 in Cardiology, Heart and Vascular Surgery.

On a regional level, ORMC, Orlando Health Dr. P. Phillips, Orlando Health South Seminole, and Orlando Health South Lake Hospital were on the list of Best Regional Hospitals in Central Florida.



Orlando Health Receives "Best Children's Hospital" Designations in Four Specialties

Orlando Health Arnold Palmer Hospital for Children and Orlando Health Winnie Palmer Hospital for Women and Babies have been recognized as Best Children's Hospitals for 2023-2024 by U.S. News & World Report. Orlando Health was awarded with designations in four specialties: pediatric diabetes and endocrinology, pediatric orthopedics, neonatology and pediatric pulmonology and lung surgery.



Three Orlando Health Institutions Awarded the Magnet Designation

Orlando Health Arnold Palmer Hospital for Children and Orlando Health Winnie Palmer Hospital for Women and Babies have again achieved American Nurses Credentialing Center Magnet designation. Orlando Health Orlando Regional Medical Center is Orlando Health's newest Magnet-designated hospital. Magnet recognition is the gold standard for nursing excellence and provides a framework for nursing practice, research and measurement of outcomes.



Orlando Health Hospitals Awarded 2023 Leapfrog Top Grades for Patient Safety

Orlando Health South Lake Hospital has earned its tenth consecutive "A" grade from the Leapfrog Group, an independent nonprofit organization committed to driving quality, safety and transparency in the United States healthcare system. Orlando Health Dr. P. Phillips Hospital, Orlando Health Orlando Regional Medical Center and Orlando Health – Health Central Hospital also earned "A" grades for patient safety in the Spring 2023 reporting period.

2023 Becker's Healthcare
**60 Top
Oncology Hospitals**

Becker's Names Orlando Health Cancer Institute to List of Top Programs

Becker's Hospital Review released its top oncology hospitals for 2023, and Orlando Health Cancer Institute is among the top 60 programs on the list. According to Becker's, "The hospitals and health systems featured on this list have earned recognition nationally as top cancer care providers and many are on the cutting edge of novel therapies and research to improve outcomes and access to care."

2023 Becker's Healthcare



Becker's Names Orlando Health Heart and Vascular Institute Among Great Heart Programs

Orlando Health Heart and Vascular Institute has been named as one of Becker's Hospitals and Health Systems with Great Heart Programs for 2023. Published in August 2023, the Becker's Hospital Review list features 100 hospitals and health systems throughout the United States that are renowned for exemplary heart care, patient outcomes and leading technologies. The Becker's list recognizes Orlando Health for its leading-edge diagnostic imaging, treatment methods and programs that are contributing to advancements in the field of cardiology.



Orlando Health Named a Top Place to Work by Becker's Healthcare

Orlando Health has once again been named among the 150 Top Places to Work in Healthcare for 2023 by Becker's Healthcare. The organizations featured on this list are committed to advocating for diversity in the workplace, promoting work-life balance and boosting team member engagement.



Orlando Health Has Earned Great Place to Work Certification for 2023

Great Place to Work Certification is recognized worldwide and provides a global benchmark for identifying and celebrating companies with outstanding employee experience. Annually, more than 10,000 companies from 60 countries apply to become Great Place to Work Certified.

Orlando Health's certification once again makes the health system eligible for multiple best workplace awards, including placement on the Fortune 100 Best Companies to Work For list. As a result of last year's certification, Orlando Health will be named to the PEOPLE Companies that Care list for 2023. Prior wins include being named to the PEOPLE Companies that Care list for 2022 and the Fortune Best Places to Work in Health Care/Biopharma 2019 and Fortune Best Workplaces for Diversity 2019 and 2018 lists.

Orlando Health participated in this year's program via completion of a workplace culture audit and survey sent to 5,000 randomly selected team members at Orlando Health and Bayfront Health. To become certified, a minimum of 300 completed surveys and a 65% average positive response to survey statements were required. Orlando Health exceeded these minimum requirements with a total of 1,411 team members (28% of invitees) completing the survey and achievement of a 78% average positive response rate to survey statements, which is a five-point increase from 73% in 2022.



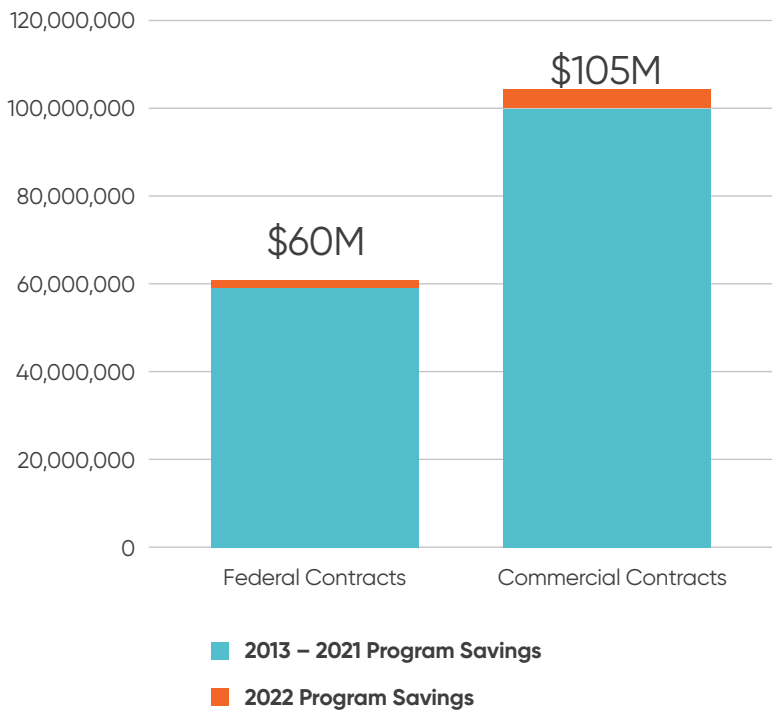
Orlando Health Honored with a Diversity Champions Award from the National Association of Minority Contractors

Orlando Health was honored with a Diversity Champions award from the National Association of Minority Contractors (NAMC) Central Florida Chapter. Orlando Health was recognized for the organization's strong commitment to supporting local minority businesses in construction and building projects, specifically with SKANSKA, a world-leading project development and construction group, working on the newly opened Orlando Health Jewett Orthopedic Institute.

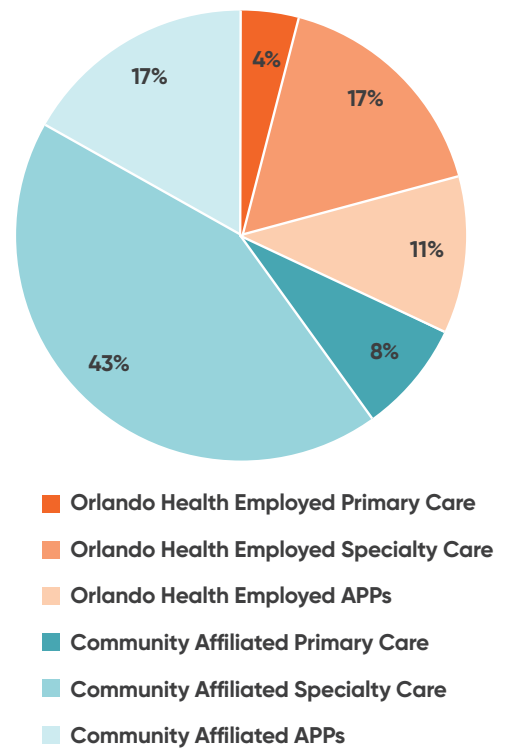
Network Updates

Orlando Health Network continues to lead the market in performance since its inception as the first clinically integrated network in the region. The network comprises more than 6,600 physicians, advanced practice providers (APPs), and clinical professionals. Collectively, these providers are now responsible for the care of nearly 300,000 patients in the Central Florida and West Florida marketplaces. Orlando Health Network continues to extend its reach throughout the state through strategic provider alignment opportunities and system expansions, having grown more than 300% in membership since 2013. Since the network's inception, it has generated more than \$165 million in savings to patients, payers, employers and taxpayers based on data through its 2022 performance year.

Total Savings Generated Since Inception
\$165 Million



OHN Provider Membership



300,000 Patient Lives

Aligned Providers **6,600+**

2,700+
Physician
Practices

13
Locations
Across Central
Florida Counties



Medicare Shared Savings Program

The Medicare Shared Savings Program (MSSP) is a voluntary advanced alternative payment model managed by the Centers for Medicare & Medicaid Services (CMS). This value-based care program allows physicians, hospitals and other healthcare professionals to form accountable care organizations (ACO) to collaboratively manage the care for Medicare beneficiaries. While the program has evolved over time, the focus has remained the same – to achieve myriad aims of improving quality outcomes, reducing unnecessary medical expenditures and enhancing the provider and patient experience.

Orlando Health's MSSP ACO, known as Orlando Health Collaborative Care (OHCC), participated in its tenth program year in 2022. During this time, the ACO was afforded relief for the public health emergency and extreme and uncontrollable circumstances, due to the global pandemic and multiple hurricanes that hit the Central Florida and West Florida regions during the performance period. These circumstances had impacts on overall spending, hence driving up expenditures during the time period. Consequently, the ACO did not earn incentive or receive a penalty for the period and is actively engaging in plans to see successful results.

In 2023, OHCC launched an internal workgroup with a primary focus on developing more tailored quality initiatives aimed at enhancing care experiences for patients. Through this workgroup, OHCC has implemented a variety of initiatives to improve performance in this payment model, including:

Transitional Care Management Program

OHCC has refined its multi-disciplinary care management model to timely connect patients with necessary resources immediately following hospital encounters. This care protocol is meant to ease the transition for patients and their families as they progress from the hospital setting back to their homes, ensuring patients have everything they need for a smooth recovery. OHN utilizes this program to ensure patient care is seamless and so patients have access to additional support services they may need to prevent future hospital readmissions, including connectedness to social support and behavioral care programs. This updated care management model has increased patient engagement, now averaging higher than 70% patient participation rates, which is roughly double the engagement for similar programs nationally.

Annual Wellness Visit Initiative

A new initiative was launched with the goal of providing additional support to Orlando Health's primary care providers to ensure eligible patients are increasingly scheduled for their annual wellness visits (AWV). Monthly outreach reports have been developed to identify patients with the highest risk for adverse care events and who do not have scheduled appointments in the performance year. The report also stratifies patients based on hierarchical condition category gaps, recognizing patients who may need additional assistance in scheduling their AWV and for extended care visits. These outreach campaigns bolster the team-based approach already in place between OHCC quality reporting resources and its aligned provider practices to close care gaps, eliminate barriers to care and address several social determinants of health issues.

Risk Adjustment Reporting

Transparent risk adjustment reporting has been developed within Orlando Health's Epic comprehensive health record (CHR) system, also known as ELLiE, to offer providers and operational leaders near real-time feedback and insights on risk adjustment coding performance and prioritization of opportunities. A risk adjustment coding dashboard has been developed which allows providers to track their performance within ELLiE and act on opportunities, as needed, at the point of care. These additional reporting and supportive staff resources have enabled OHCC aligned providers to both (a) more accurately capture the risk of their patients in the medical record, and (b) provide for a more efficient office encounter that allows the clinical team to spend more time in the appointment with the patient.

Commercial ACO Performance



Quality Metric	OHN Performance*	Target Performance
Breast Cancer Screening	79.4%	78.0%
Colorectal Cancer Screening	69.5%	66.3%
Cervical Cancer Screening	83.2%	83.0%
Hemoglobin A1c Testing	90.2%	88.6%
Well-Child Visits 15-30 Months	96.9%	95.0%
5 of 5 Eligible Quality Metrics Sufficiently Satisfied		
Breast Cancer Screening	78.1%	77.1%
Colorectal Cancer Screening	62.5%	58.2%
Cervical Cancer Screening	74.6%	67.2%
Controlling High Blood Pressure	55.4%	55.4%
Antidepressant Medication Management - Acute Phase	80.4%	77.8%
Diabetes Care: Hemoglobin A1c Controlled	64.7%	57.5%
6 of 6 Eligible Quality Metrics Sufficiently Satisfied		
Breast Cancer Screening	81.0%	76.1%
Depression Screening	34.8%	4.6%
Adolescent Well-Care Visit	67.3%	58.5%
Well-Child Visits in the First 15 Months of Life	92.1%	88.8%
Coronary Artery Disease	74.7%	65.1%
Hemoglobin A1c Results Less Than 8.0%	83.7%	79.3%
Diabetic Statin Use	90.3%	89.3%
Blood Pressure Control	83.1%	76.5%
Use of Opioid Medications	93.0%	93.0%
Generic Dispensing Rate	89.6%	88.2%
10 of 12 Eligible Quality Metrics Sufficiently Satisfied		

*Orlando Health Network has statistically significantly exceeded and/or sufficiently met contractual target benchmarks for all quality performance metrics shown within each of its respective payer arrangements for the 2022 performance year.

Orlando Health Team Member Health Plan

The Orlando Health Team Member Health Plan serves Orlando Health’s team members and their dependents by collaborating with providers to improve health outcomes, while reducing medical costs. Under this value-based arrangement, the network holds provider partners accountable to meeting select quality metrics based on the population’s needs, while simultaneously working to beat budget expectations for plan year expenditures. If providers are successful in meeting these quality standards and can achieve the cost-effective targets, they become eligible to earn financial incentives.

Orlando Health Network regularly engages with its aligned primary care practices to deliver report cards highlighting performance strengths and opportunities. These interactive dashboards include detailed cost analytics, insights into service utilization patterns and suspected risk coding gaps. The reporting helps to boost program performance, create efficiencies in the clinical practice and streamline the patient care journey.

The clinically integrated network also works closely with the plan and its administrative partners to provide the latest technology to connect patients with resources to holistically manage their care. As an example, CARE Cues is a newly implemented digital solution that provides automated alerts to plan enrollees encouraging them to take proactive steps on their wellness journey. This program has been shown to reduce duplicative testing, improve condition management, ensure medication adherence and reduce access-to-care disparities.

ORLANDO HEALTH® **Orlando Health Team Member Health Plan
Direct-To-Employer Arrangement**

Quality Metric	OHN Performance*	Target Performance
Patients with 5+ Emergency Room Visits	0.21%	0.27%
30-Day All-Cause Hospital Readmissions	7.36%	8.50%
Appropriate Treatment of Upper Respiratory Infection	94.4%	91.0%
Diabetic Hemoglobin A1c Screening	90.0%	90.0%
4 of 7 Eligible Quality Metrics Sufficiently Satisfied		

*Orlando Health Network has statistically significantly exceeded and/or sufficiently met contractual target benchmarks for all quality performance metrics shown within each of its respective payer arrangements for the 2022 performance year.

Disney Direct-to-Employer Arrangement

In 2017, Orlando Health and The Walt Disney Company entered a partnership with the goal of delivering high quality care to Disney's cast members and their families. Now, six years later, the partnership has grown to include countless programs and initiatives focused on reducing unnecessary healthcare spending, improving quality outcomes and enhancing the patient experience.

Most recently, in 2022, a series of strategic meetings between the organizations were launched focusing on opportunities to address social care issues and to provide greater levels of care to populations with the most critical need. After extensive data analyses, a few key areas of opportunity presented as the most prevalent areas for risk mitigation, with access to timely care and maternal health surfacing to the top of the list. From this information, several interventions were planned and launched.

For the access-to-care issue, the teams observed that a significant number of cast members and their families were leveraging emergency departments for their care and, oftentimes, they were seeking care after normal business hours. As a first step, education was prepared to share with plan members identifying which primary care providers in their area offer extended hours and/or weekend hours. Additional insights highlighted the average wait times for appointments and the appropriate uses of urgent care and emergency care facilities. As a second step, Orlando Health's care management team began more targeted outreach to patients who showed greater access-to-care needs as evidenced by

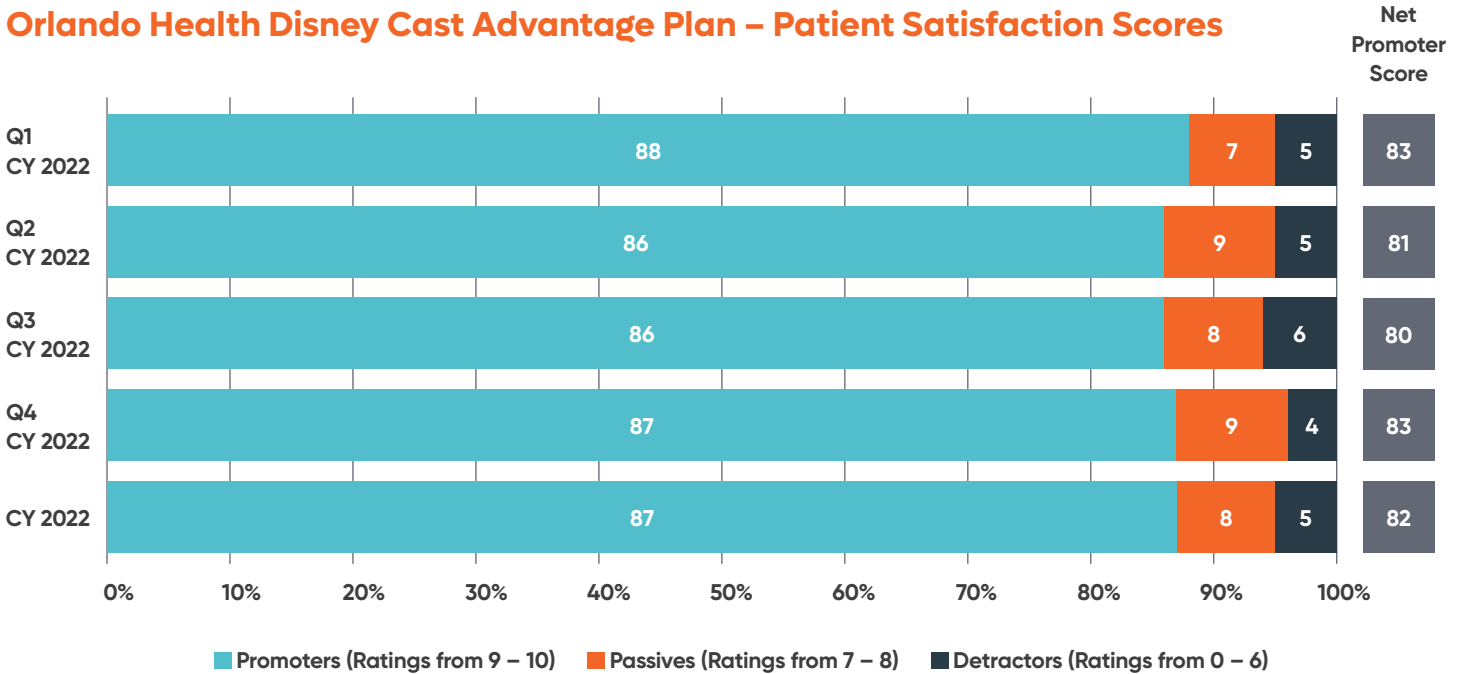
claims-based utilization patterns. These patients were connected with clinical resources who could telephonically guide them to appropriate sites of care and connect through online patient portals, such as MyChart, as necessary. The teams are encouraged by the early results of these initiatives and continue to monitor the data to assess continued opportunities.

For the maternal health opportunities, the organizations kicked off a pilot program designed to reduce preterm births via myriad medical, mental, emotional and social support offerings. From the clinical perspective, patients enrolled in the pilot receive comprehensive screenings to assess for preterm birth risks and personalized support services, such as mid-pregnancy cervical length checks. These patients also qualify for nine months of free home medication delivery, which includes prenatal vitamins and low-dose aspirin. For mental and emotional health management, the program partners work with a group to provide depression and anxiety screenings, both throughout and after the pregnancy, and connects patients to behavioral health experts, as needed. For social service support, expectant mothers in the program have no-cost access to transportation

services, food delivery programs and registered dietician support. Together, Orlando Health and The Walt Disney Company believe this program will ensure equitable access to affordable maternal health services for all and drive high-quality care outcomes.

In addition to these programs, and the quality outcomes and cost savings that are byproducts of their success, Orlando Health Network regularly strives to ensure it is meeting or exceeding its standards for delivering the best patient experience. In 2022, the health system and its clinically integrated partners again achieved overwhelmingly positive results on patient feedback, as reflected in the Net Promoter Score (NPS) customer experience survey. For this period, Orlando Health earned an annual average NPS of more than 82 points, earning the designation of "world-class" on the rating instrument's scale. For the 2023 plan year, Orlando Health revamped its customer experience survey with additional questions focused on member preferences to ensure cast members and their families are receiving adequate communication from Orlando Health and that their preferred communication method will be utilized.

Orlando Health Disney Cast Advantage Plan – Patient Satisfaction Scores



Cast AdvantageSM
For the Disney Medical Plan

Disney Direct-to-Employer Arrangement

2022 Hospital and Physician Quality Reporting Summary

Domain	Quality Measure	OHN Performance*	Target Performance
Utilization of Services	Cesarean Section Delivery Rate	26.5%	26.7%
Utilization of Services	Patients with 5+ Emergency Room Visits	0.26%	0.27%
Utilization of Services	30-Day All-Cause Hospital Readmissions	7.8%	8.5%
Preventive Care	Colorectal Cancer Screening	74.6%	61.0%
Preventive Care	Breast Cancer Screening	79.1%	79.0%
Preventive Care	Depression Screening and Follow-Up	55.5%	66.0%
Preventive Care	Well Child Visits - First 15 Months of Life	82.0%	71.0%
Preventive Care	Adolescent Well Care Visits	61.7%	46.0%
Condition Management	Hemoglobin A1c Poor Control (>9.0%)	16.9%	21.0%
Condition Management	Hypertension Management (<140/90)	64.1%	70.0%
Condition Management	Adult Body Mass Index Assessment and Referral	80.0%	80.0%
Patient Experience	Overall Hospital Satisfaction (Hospital Rating of 9 or 10)	61.0%	65.0%
Patient Experience	Overall Provider Satisfaction (Physician Rating of 9 or 10)	82.0%	70.0%

*Green shading indicates Orlando Health Network met or exceeded the target for the indicated metric in the 2022 Performance Year.

Direct-to-Employer Arrangements

The Orlando Health Employer Solutions Partner (ESP) program continues to deepen professional relationships with fully insured and self-funded plan sponsors, while broadly reshaping the way employers access and offer healthcare benefits to their team members and families. Since the inception of the ESP program, Orlando Health has collaborated with employers, coalitions, brokers, agencies and convener networks to deploy creative network strategies, plan design updates and benefits programs leading to positive outcomes and overall better health.

Through these partnerships, the health system and employer partners collaboratively develop customized health and well-being offerings, including membership-specific care programs unique to each employer's needs. One example is the Orlando Health Choose One program provided by the Center for Health Improvement (CHI), which is a tailored health improvement program focused on offering patient education, preventive services, diagnostic testing and evaluation and referrals for more complex specialty care. The Choose One program is currently offered to employees of the Orange County Government, Seminole County Public Schools and Lake County residents through grant funding provided by the Live Well Foundation of South Lake. Other employer groups are also engaged in discussions to implement Choose One programs for their populations' needs.

Most recently, CHI hosted the City of Davenport for comprehensive medical health screenings at Orlando Health Horizon West Hospital through the Choose One program. These diagnostic screenings for the employees included biometric measurements, electrocardiograms (EKG), comprehensive lab work, calcium scoring computerized tomography (CT) and chest X-rays. Many of the employees screened were found to be at high risk for various health complications, requiring follow-up and further care. Through this program, concierge specialty care scheduling and personalized care plans were offered. This unique offering both supports health system growth opportunities as well as wellness opportunities for the municipal entities it serves.

Beyond disease-specific or service-specific offerings, the ESP also aligns with employers to offer more comprehensive health plan alternatives anchored around Central Florida's leading high-performance network – the Orlando Health Network. Multiple high-value convener entities have supported such programs by bringing a customized menu of third-party administrators, pharmacy benefits managers and virtual care offerings, which can all be combined with the clinically integrated network to deliver exceptional value to the engaged employers. Orlando Health has exclusive market partnerships with the leading national conveners in this space, including Employer's Health Network, Imagine Health, Centivo and Evolutions Healthcare Systems. These organizations see the value in working directly with the health system that drives both leading quality results and marked cost savings for its members.

As an example, in January 2022 through the Evolutions Healthcare Systems relationship, Orlando Health formed an exclusive partnership with Rosen Hotels to provide exceptional, tailored, comprehensive and effective care to its members. Through its broader convener partner portfolio, the ESP program has also established a number of other notable partnerships with employers such as the School District of Osceola County, the School District of Lake County, JetBlue, United Airlines, Whole Foods, ABC Fine Wine & Spirits and Second Harvest Food Bank, among others.

The ESP program provides the type of programs and plans employers are looking for on behalf of their members for both their traditional medical plan offerings and worker's compensation programs. Through these offerings, employees and their dependents have access to Orlando Health Network's renowned primary care, specialty care, ancillary, telehealth and facility-based services all at more cost-effective levels than traditional broad network options. The program seeks to provide continued support to the employer community through these innovative models of care with the ultimate goals of delivering the best outcomes possible and furthering the reputation of the Orlando Health Network as the preferred healthcare provider in the region.



Comprehensive Care for Joint Replacement

Comprehensive Care for Joint Replacement (CJR) is a federally mandated bundled payment program administered by the Centers for Medicare and Medicaid Services (CMS) to promote better outcomes in total hip, knee and ankle replacement surgeries. This all-inclusive payment model focuses on the complete care journey for Medicare beneficiaries undergoing these orthopedic operations, beginning at the time of their initial hospital admission and concluding after a 90-day post-acute period.

CJR-eligible patients are proactively identified in Orlando Health's comprehensive health record, known as ELLiE, so their care can be optimally managed throughout the episode period. Once patients are determined to have met program-specific enrollment criteria, a CJR flag is appended to their medical chart up to 30 days in advance of their scheduled procedure. This flag remains tied to the chart throughout the clinical episode to ensure care teams accessing ELLiE or EpicCare Link are aware of the patient's program eligibility and can more effectively coordinate care with the patient's entire care team.

As the clinically integrated network is constantly striving to deliver excellent results in quality and outcomes, it regularly evaluates aggregate program and individual patient cases to seek out process improvement opportunities with its multiple partner organizations. One way this is accomplished is through collaborative multidisciplinary meetings at each of the Orlando Health hospital

sites, including the monthly Bundled Operational Leadership Team meetings, as well as the standing Orthopedic Service Line and Corporate Collaborative Best Practice meetings. Partners in the skilled nursing facility and home health agency space are also invited to join the Post-Acute Care meeting series to help establish processes that best serve the CJR population.

These meetings have led to significant clinical and process standardizations; as a result, patients undergoing major joint replacement surgery can rest assured they will receive a consistent and seamless care experience regardless of which Orlando Health hospital they choose for their care. At each site, best practices have been implemented to ensure patients routinely have access to joint education classes, receive standardized pre-admission testing protocols, have proactive next site of care planning discussions and can access timely follow-up care.



Pre-Surgical Care Management Program

In addition to the myriad systemwide initiatives to manage bundled payment cases, Orlando Health Network launched a pilot program at Orlando Health South Seminole Hospital in November 2022 to further enhance the clinical experience by pre-optimizing CJR patients for their planned surgical care.

In this program, a pre-surgical care manager position was established to serve as a liaison between the patient and their entire care team, which includes everyone from pre-admission testing through the post-acute care environment and everything in between. This position has been shown to provide patients and their caregivers with an added layer of support prior to surgery. Education is offered on what to expect throughout the joint replacement care journey, including how to best prepare for surgery, what to expect during the inpatient stay, understanding the discharge plan and what to anticipate after leaving the hospital. This resource also ensures patients are connected with the network's CJR care team personnel who ensure patients have the tools and support they need throughout their post-hospitalization recovery period.

As part of this pilot program, Orlando Health also created an educational pamphlet to share information on the program and showcase the OHN CJR care team resources with staff names, credentials, contact information and pictures, so enrolled patients can easily identify their support team. This team also connects with patients up to 30 days prior to their scheduled surgery once they complete pre-admission testing. Results of the physical examination, bloodwork and other diagnostic testing determines if patients meet criteria for medical clearance, but they also enable the pre-surgical care manager to perform a more detailed look into opportunities to ensure patients are best prepared for their surgery beyond the clinical care considerations, such as preemptively planning anticipated aftercare services.

Clinical orthopedic coordinators then assist in this optimized orthopedic care model by enrolling patients in pre-operative joint-care classes. Given the known benefits of the joint-care classes as they relate to length-of-stay management, readmission reductions and pain-score improvements, patients are strongly encouraged to attend with their planned post-surgical caregiver, however, they are not required to participate in these sessions. The classes feature education regarding every stage of the care journey, from surgery to rehabilitation to recovery at home. Importantly, the clinical orthopedic coordinators are also embedded into the acute care stay process for the patient, regularly analyzing data to identify areas of opportunity and coordinate care between the members of the inpatient care team.

Once discharged from the hospital, patients connect with the aforementioned OHN CJR care team who stay connected to patients telephonically for 30 to 60 days, as needed. This team ensures necessary orders are placed, medical equipment has been received, medications are reconciled and physical therapy is underway. This team also works with the post-acute facilities to reinforce discharge instructions, support fall prevention and provide referrals to community agencies for social support services, such as transportation or financial assistance programs. Patients are encouraged to use this comprehensive resource for any questions or concerns, related to or unrelated to the procedure, throughout their entire clinical episode to ensure a safe and speedy recovery.

High-Performance Skilled Nursing Facilities

As part of its bundled payment efforts, Orlando Health Network has aligned with a select group of six high-performing skilled nursing facilities (SNFs) which have been identified as leaders in managing post-surgical orthopedic cases. These partner sites have proven their ability to successfully manage clinical care experiences at their facilities, thereby delivering better outcomes and reducing “days away from home” for the patients.

SNFs chosen for this high-performance network were selected based on several metrics, including all-cause hospital readmission rates, total cost of care effectiveness, length-of-stay management and quality of care ratings as measured by CMS star ratings, among others. Prior to hospital discharge, patients are informed of all available SNF options and are presented with additional performance information for network-aligned entities as they make their decisions.

To ensure accountability with meeting high-performance network standards, aligned facilities meet on a bimonthly basis with the network’s medical director and team to review performance. The group collectively identifies trends and builds performance action plans as areas of opportunity are determined. Through this collaborative effort, multiple improvement plans have been implemented and are regularly monitored for effectiveness.

Several best practices for in-network SNFs have also been established to optimize patient care experiences and to remove barriers to safe and effective discharges. Compliance with these practices has been shown to reduce complications and unnecessary acute-care utilization, thereby translating into a better quality of life for the patients. During the regularly scheduled meetings, patient cases are reviewed in depth to assess best practice adoption, including ensuring the partner facilities meet the following criteria:

- Perform risk assessments and care plans within 24 hours of admission and engage in early discharge planning conversations with the patient and caregiver(s).
- Monitor chronic condition management and routinely escalate any clinical concerns to the OHN CJR care team to prevent rehospitalizations.
- Provide patients with education on self-care, medication management, fall prevention and chronic condition management to mitigate exacerbations.
- Ensure necessary outpatient therapy and home health services are scheduled prior to discharge to reduce gaps in care and allow for a timely start of services.
- Allow patients to return to the facility within 30 days of discharge, if it is medically appropriate, to avoid unnecessary emergency room or hospital care.





Medicare Advantage Bundled Payments

In 2021, Orlando Health agreed to participate in the United Healthcare Medicare Advantage Bundled Payment Program. In this program, the health system is assessed on its ability to manage cost and quality outcomes across several episodes of care which span a 90-day post-hospitalization period following care at a participating Orlando Health inpatient or outpatient facility. Similar to the Comprehensive Care for Joint Replacement (CJR) bundled payment program, patients aligned to this program are closely monitored throughout their at-risk post-discharge period.

Orlando Health is also responsible for meeting quality metrics for the eligible population of bundled payment patients, including advanced care planning, all-cause hospital readmissions and multiple patient safety indicators. In a given plan year, if Orlando Health satisfies or exceeds these quality targets and generates financial savings to the plan based on a retrospective bundled payment cost methodology, it becomes eligible for financial incentives.

As a result of strong performance in 2022, Orlando Health Network earned an incentive by successfully delivering high quality care and by generating cost savings of nearly \$1,000 per episode. The full list of conditions and procedures managed under this arrangement are listed below.

- Chronic Obstructive Pulmonary Disease
- Congestive Heart Failure
- Coronary Artery Bypass Graft
- Major Hip/Knee Joint Replacement
- Percutaneous Coronary Intervention
- Sepsis
- Simple Pneumonia
- Spinal Fusion
- Stroke
- Urinary Tract Infection

Technology

ELLiE

ELLiE is Orlando Health's customized version of the Epic comprehensive health record (CHR). ELLiE includes all of the traditional features of the Epic medical record, ranging from clinical documentation to appointment scheduling, and medical billing to patient portals. However, Orlando Health was able to work with its partners at Epic as they were launching ELLiE to incorporate several features meant to drive greater value to providers and patients, including the adoption of the major population health management applications known as Healthy Planet and Compass Rose.

Orlando Health Network's administrative and clinical leadership are fortunate to partner with a dedicated group of Orlando Health information technology professionals, who also happen to be value-based care subject matter experts. Collectively, this team works on all aspects of clinical integration to optimize reporting tools, streamline workflows for providers, expand patient monitoring capabilities and, ultimately, better patient outcomes. Much of the team's work in the past year has centered around enabling more timely and comprehensive identification of at-risk populations. By doing so, the system can prompt work queues for care coordination team interventions. For patients who engage in these programs, reporting has also been developed to track and trend their clinical outcomes over time, thereby enabling the network to discern which programs have the greatest effectiveness and which could be further refined.

A new care management dashboard was launched this year with the added functionality to track patients in near-real-time across all sites of care. Clinical outcomes are populated in this report to highlight changes in various clinical and utilization indicators, such as hemoglobin A1c, blood pressure, body mass index and glomerular filtration rate. Utilization data is also monitored in this report, such as avoidable emergency room usage and hospital readmissions. Lastly, patient engagement in care episodes is monitored to help determine adequate care manager caseloads and understand differences in outcomes for patients who participate in such programs, versus their non-engaged counterparts.

InNote

In 2022, Orlando Health Network released its leading point-of-care solution designed to support physician practices and drive better outcomes for patients aligned under value-based care arrangements. This solution, known as Orlando Health InNote, was launched in collaboration with one of the health system's data partners.

Primary care providers can integrate the solution into their existing practice regardless of which electronic health record (EHR) they choose to utilize. Orlando Health InNote streamlines workflows by delivering relevant and concise information about patients to the physicians and their care teams without requiring them to leave their native EHR workflows. This information includes addressable care gaps, ongoing care plans, cost and utilization patterns for their panels and so much more. Additionally, the solution syncs in real-time with the connected claims and clinical systems to ensure the most up to date data is presented to the providers.

Orlando Health InNote removes the need for practices to navigate multiple platforms to ascertain myriad sets of information, including multiple existing provider and payer portals. Moreover, the tool provides in-network physicians with access to performance scorecards where they can track quality-based outcomes and health plan expenditures with a few simple clicks. Lastly, Orlando Health InNote provides a simple and easy to use interface which offices can install and be trained on in a matter of just a few minutes. This allows providers to focus more on care delivery and less on hunting for data, which drives better performance in value-based care arrangements as well as better care for patients.

PointClickCare

Orlando Health Network (OHN) entered a partnership this year with PointClickCare (PCC), a cloud-based healthcare software service that allows health systems to better utilize post-acute care data for patients. The partnership permits OHN to use PCC's Post-Acute Care (P-AC) Management platform, which is a skilled nursing facility (SNF) management tool for population health programs, including bundled payment and accountable care organization (ACO) arrangements. OHN can leverage real-time data to improve care transitions and outcomes.

The OHN care coordination team uses the platform to track patients using claims and encounter data, in addition to clinical sources, which enables timely care interventions, improves length-of-stay and readmissions management and optimizes transitions of care to home. With the ability to pull clinical intelligence from Epic, Orlando Health's CHR, the State of Florida's Health Information Exchange, and SNF progress notes via PCC integration, subscribers to P-AC Management have access to chart-level clinical data for managed patients and can perform all necessary care interventions.

Performance metrics and trends are also accessible through the platform, including reporting for readmissions, length-of-stay and quality outcomes across all aligned P-AC provider sites. This partnership will transform the way OHN can proactively monitor and engage patients post-hospitalization, while driving success in bundled payment programs and value-based care contracts.



Clinical Transformation Initiatives

Support Team for Aftercare and Resources (STAR) Outpatient Centers

Orlando Health launched its new Support Team for Aftercare and Resources (STAR) Outpatient Centers this year, which are designed to offer health and wellness services to patients after they are discharged from the hospital, and assist patients who have multiple, complex and/or high-cost pharmacy needs. This is one of the many ways that Orlando Health continuously strives to reduce 30-day all-cause hospital readmissions while simultaneously improving access to timely, effective and coordinated care.

The new Orlando Health Support Team for Aftercare and Resources Outpatient Centers extend support beyond the walls of the hospital, providing a holistic, team-based model of care through both traditional care delivery and important non-clinical resources, such as social support services that connect patients to community benefit organizations. Patients can be referred to the centers if they are unable to see their established primary care provider (PCP) within

seven days after discharge, or if they do not have an established relationship with a PCP. Patients are always redirected to their aligned PCP following their visit; and, if the patient does not have a PCP, they will be connected to providers within the health system's clinically integrated network following their visit. The centers are payer-agnostic and accept patients regardless of their ability to pay, thereby, furthering Orlando Health's mission to improve the health and quality of life of the individuals and communities we serve.

The centers are located on the campuses of Orlando Health Dr. P. Phillips Hospital and Orlando Health Orlando Regional Medical Center and are overseen by Orlando Health's hospitalist leadership team. Orlando Health Support Team for Aftercare and Resources Outpatient Centers are led by a physician medical director and are staffed with advanced practice practitioners, nursing staff, care coordinators, pharmacists and skilled support staff.

Orlando Health Post-Acute Care Network Update

To determine the skilled nursing facilities (SNFs) and home health agencies (HHAs) with the best outcomes in the Central Florida and West Florida marketplaces, Orlando Health developed a proprietary scoring methodology to evaluate performance across several domains. In 2023, SNFs and HHAs were respectively evaluated across more than a dozen quantitative and qualitative metrics, with all metrics weighted in consideration of the network's strategic objectives. The post-acute care (P-AC) organizations with the best scoring were then included or retained in the network based on their "high value" designations.

As part of the formal review process, Orlando Health Network and Bayfront Health Network benchmark organizations using publicly available and privately accessed datasets to fully assess network inclusion potential. These sources include: (a) the Centers for Medicare and Medicaid Services (CMS) Star Ratings, (b) quality performance across various programs and disease states, (c) cost and utilization performance gleaned from programs claims data, such as length-of-stay management, rehospitalization rates and total cost of care and (d) operational alignment factors such as referral acceptance and provider-to-patient staffing ratios.

The metrics and scoring methodology to determine network inclusion are amended from time to time to ensure the network's P-AC partners are best equipped to meet the care needs of the managed populations as they evolve. SNFs and HHAs selected for inclusion have been charged with meeting several performance standards set forth by the health system. Consequently, these organizations are regularly apprised of their performance in townhall discussions and through the use of scorecards to share performance strengths and opportunities. Specifically, these organizations are expected to achieve the following network goals for P-AC management:

- Improve hospital throughput and acute care length-of-stay.
- Optimize post-acute length-of-stay and reduce rehospitalizations.
- Enhance operational collaboration to support populations with unique needs.
- Achieve cost and quality performance targets in all value-based programs.

Orlando Health Network established its SNF network and HHA network in 2019 and 2020, respectively; Bayfront Health Network launched its SNF and HHA networks in 2021. Each year, OHN and BHN refresh their networks to welcome new partners, remove those not meeting network expectations and work with existing P-AC partners to improve performance across value-based care programs.



Pharmacy Campaigns

Orlando Health Network performs multiple pharmacy outreach campaigns each year with the goal of achieving better health outcomes by optimizing the medication regimen and improving adherence for patients on chronic medications. These campaigns have shown great clinical impact and, simultaneously, reduced significant costs for patients and health plans. By ensuring patients have medications best tailored to their current needs, the network is also inherently reducing unnecessary acute care events, such as emergency room utilization that would be avoidable through evidence-based medication management.

These campaigns begin with written communications sent to network-affiliated primary care providers detailing patients who have been identified to potentially benefit from a medication management intervention. In some cases, these outreaches may simply suggest switching prescriptions to lower-cost, therapeutically equivalent alternatives to reduce out-of-pocket spend for the patients and overall plan expense. In other cases, the campaign may suggest opportunities for adding medically effective medications or discontinuing potentially unnecessary medications.

Pharmacy campaigns are deployed across all value-based care plans managed by Orlando Health. The clinically integrated network works closely with its payer, employer and pharmacy benefit manager partners to identify population-specific campaign opportunities and targeted outcomes. The medical directors for the clinically integrated network review all such campaigns to ensure they are medically appropriate and beneficial to patients before outreach begins.

The following are examples of pharmacy campaigns launched by the network:

- **Medication Coverage Updates:** The network reviews the National Preferred Formulary list semiannually to determine potential medication coverage disruptions and reaches out to notify prescribing providers of preferred medication alternatives to ensure their patients do not lose access to necessary medications due to plan changes.
- **Brand-to-Generic Substitutions:** Emtricitabine-tenofovir, the generic form of Truvada, which is used for pre-exposure prophylaxis (PrEP), is a no-cost alternative for patients taking other brand name PrEP medications. The network informs providers of such options for patients who may benefit by switching to a generic alternative for cost saving purposes.
- **Pharmaceutical Non-Adherence:** The network communicates with providers regarding patients who appear as non-adherent to their medication based on claims and clinical datasets. Solutions to combat medication non-adherence are often included in the messaging, such as prescribing longer-term supplies, encouraging automatic refills, supporting home delivery options and promoting condition management education.
- **Maintenance Medications:** Patients prescribed various maintenance medications with only 30-day supplies are evaluated by network pharmacists and medical directors. All patients identified as also having condition management opportunities are shared with the prescribing physician who is then advised to update the prescription to a 90-day fill, which has been shown to reduce overall costs and increase clinical adherence.

Patient Campaigns and InConnect

Bayfront Health Network (BHN) has used Orlando Health's patient engagement platform, InConnect, an interactive patient outreach module, to promote preventive care and patient engagement. This platform has served to reduce patient engagement barriers by offering an omnichannel connection to patients through text message, email, phone call and patient portal pathways. Expanding communication channels has opened opportunities for improved patient adherence with clinical protocols and increased the clinically integrated network's ability to close care gaps. By leveraging advanced data analytics, patient-specific cohorts are established which ensure patients are receiving messages tailored to their unique needs, allowing for greater ease of use in interacting with the services they need, such as scheduling wellness exams or cancer screenings. The network's goal in using InConnect is to equip patients with information and the necessary resources to take charge of their health. The service also supports providers by offering a proactive approach to patient outreach, automating several functions of the patient engagement process that would otherwise be performed by the practice staff. In 2022, several thousand aligned BHN patients were successfully contacted through InConnect and, subsequently, engaged in their recommended care plans.

Letters from the Medical Directors



Dear Network Friends and Colleagues,

It has been another exciting year of growth, innovation and change that helps drive clinical excellence in our network. Going into my second year as one of Orlando Health Network's (OHN) medical directors, I am excited to share some of

the advanced initiatives and network updates that came to fruition this past year.

First and foremost, I want to highlight the exciting establishment of Orlando Health's new Support Team for Aftercare and Resources (STAR) Outpatient Centers that went live this year with two locations at Orlando Health Orlando Regional Medical Center and Orlando Health Dr. P. Phillips Hospital. I was honored to accept the position of medical director for both centers and have been collaborating with this skilled team to provide post-discharge care, as well as complex medication management services for patients who have multiple, complex and/or high-cost pharmacy needs. You can read more about the Orlando Health Support Team for Aftercare and Resources Outpatient Centers in the dedicated value report section. This is just one example of an initiative that exemplifies the clinical excellence OHN strives to provide.

One of my goals as a medical director is to support the development of new health and wellness initiatives based on the latest clinical guidelines and emerging healthcare programs. In pursuit of this, I have been diligently working with the OHN care coordination team to enhance our care models, allowing us to provide coordinated and advanced services to our patients.

Lastly, I would be remiss if I did not welcome our newest OHN medical director, Stephanie Dietz, MD, to the team! Dr. Dietz has worked as a hospitalist with Orlando Health for three years, and we are thrilled to have her on our team to offer her clinical expertise and experiences to further enhance our efforts and goals. As the medical directors, we are excited to collaborate with the OHN team and network providers to maximize the value of care delivered to our aligned patients!

Warmest regards,

Ashley Dlugokienski, MD

Ashley Dlugokienski, MD



Dear Network Friends and Colleagues,

I would like to introduce myself as OHN's newest medical director and am honored to share this privilege with Ashley Dlugokienski, MD. My years of experience in leadership and clinical practice have taught me about the art of communication

and education, both of which contribute to my goal of ensuring patients have the resources they need to live the healthiest life. I am passionate about patient empowerment through education and motivation, as it can bring life-changing results to the communities we serve. I am excited for the opportunity to join the Orlando Health Network as a medical director and work in collaboration with all of you!

One of the ways I have been able to assist in leading OHN's clinical initiatives is by helping to establish new care pathways. I believe that by providing important preventive care and having clear pathways to do so, we can help patients stay healthy and improve their overall health and lifestyle. In collaboration with OHN providers and care coordinators, we truly have been able to see the impact the new care pathways have on encouraging appropriate utilization of care services and ensuring that every patient has the right tools to manage their care.

I have always been passionate about supporting patients, both locally and on a global scale. Joining the clinically integrated network as a medical director will allow for creativity in building new programs that will reach patients on a broader level. I know that this experience will help me to grow as a provider and I hope to deliver new perspectives that will also help the network achieve its value-based care goals and initiatives.

Looking forward to the year ahead,

Stephanie Dietz, MD

Stephanie Dietz, MD

Network Provider Feedback



Maryphyllis Crean, APRN, MSN, CPNP-PC

Interlachen Pediatrics | Pediatrics | OHN Member Since 2018

"One of the greatest benefits of being a part of the Orlando Health Network (OHN) is the unwavering support given to providers. We all share the same commitment to provide the best care for our patients, while working to improve access to care, reduce costs and lower the number of avoidable emergency department visits. As the landscape of healthcare continues to change, OHN strives to create quality and risk-focused programs that allow access to advanced technologies to better care for our patients. As providers, we can use these tools to gain clinical insights and coordinate care for our patients, while improving clinical outcomes."



April Oxford, MD

Orlando Health Physician Associates | Internal Medicine | OHN Member Since 2017

"Orlando Health Network has brought great value to my practice by offering unconditional support and delivering necessary resources that improve the quality of care for my patients. With these resources, we can provide the best experience possible for our patients. I am honored to be part of a large health system that will always deliver the best advancements and tools needed to excel in patient care and innovation."



Nurise Pierre, APRN

Orlando Health Physician Associates | Pediatrics | OHN Member Since 2020

"Being a member of a clinically integrated network, such as the Orlando Health Network, holds significant importance for me as a healthcare provider. Firstly, it promotes a patient-centered approach to healthcare by facilitating care coordination across various specialties and care settings. By collaborating within a network, providers can streamline communication, share medical information and work together to offer comprehensive treatment plans, resulting in improved patient outcomes. Working as a pediatric nurse practitioner at Orlando Health presents the opportunity to impact the lives of children, build relationships with families, deliver holistic care, collaborate with a diverse healthcare team, foster professional growth and make a positive difference in the community."



Jeffrey Laman, MD, OMD

Orlando Health Physician Associates | Family Medicine | OHN Member Since 2021

"Being a part of the Orlando Health Network (OHN) allows me to focus on my patients and collaborate with leaders in the industry to improve processes and quality of care. OHN truly believes in providing the highest level of care for patients, and it is a privilege to be a part of this network. Together, we are focused on improving efficiencies to lessen overall workload, which in turn creates improved work-life balance for all. It is rare to find a health system that strategically and consciously integrates patient and provider-focused care. Patients always come first, and the network understands the importance of my role as a primary care provider and prioritizes the support I need. It is easy to communicate with other providers and specialists within the network at any time, which helps me stay abreast of the latest care provided to my patients. This also allows me to easily expedite care when needed or assist with transitions of care from the hospital to home in an effort to improve patient outcomes and reduce readmissions. I feel lucky to be a member of such a genuinely caring group."



Junias Desamour, MD

Omni Medical Clinic | Internal Medicine | OHN Member Since 2018

"As a participating provider in the Orlando Health Network, I have a space where I can work alongside a diverse group of physicians who share the same visions and goals. The clinically integrated network has provided me with the necessary tools to easily access information about my patients, allowing me to provide them with exceptional care. I am honored to be a part of the network as it encourages our community of physicians to focus on quality care delivery for our patients."



Steven Seltzer, DO, FACOI

Bayfront Health Medical Group | Internal Medicine | BHN Member Since 2020

"The shift from volume to value in healthcare is not expected to slow down, and the need for collaboration with medical specialists and continuing care providers is more evident than ever. Bayfront Health Network (BHN) has created the framework for a true team-based care delivery model by providing resources that allow me to tailor care plans according to the needs of my patients. BHN's continuous support through care coordination and quality initiatives has helped me to navigate the evolving healthcare landscape, and I am grateful for the opportunity to partner with my fellow network providers."



Frederic Guerrier, MD

Roser Park Medical Center | Family Medicine | BHN Member Since 2020

"Bayfront Health Network (BHN) has shown me that a partnership can be one of mutual compassion and dedication, and that together, we can achieve our goals of providing the best possible care to patients. The BHN team prioritizes the patient-provider relationship, allowing me to continue my commitment to making a difference in patient lives. These efforts make it easy to connect my patients with the right providers and resources, at the right time. I am proud to be a part of a network that shares the same mission in serving our patients."

Network Care Experiences as Told by Your Care Coordinators

A Nurse's Intuition

An Orlando Health Network care coordinator was assigned to manage a patient identified for the network's chronic care management (CCM) program after receiving an alert that the patient may be having clinical complications following a hospital encounter. In her initial outreach attempt, the care coordinator found that the patient was actively receiving dialysis care at a nearby facility but indicated he would be able to talk more about his recent hospitalization the following morning. As a result, the care coordinator followed up with the patient the next day to perform a preliminary CCM assessment. During the conversation, the experienced nurse could sense the patient was responding much differently and seemed somewhat disoriented compared to the day earlier, given his incomplete and unusual responses. Concerned for the patient, the care coordinator quickly connected with the patient's wife who served as his primary caregiver. The wife indicated that she was away from home and unable to check on her husband at the time, therefore she asked a neighbor to check in on the patient given there was a possible medical emergency. After the neighbor was subsequently unsuccessful in contacting the patient, emergency medical services were called to the scene and the patient was rushed to the hospital, given he was suffering from extremely low blood sugar. Even though the care coordinator had only spoken to the patient once previously, thanks to her intuition that something was awry, the patient received life-saving care and has since been able to better manage his conditions in concert with his caregivers.

Pretty Distressed to Properly Dressed

A patient involved in a motor vehicle collision was brought to Bayfront Health St. Petersburg Hospital with multiple injuries, including several fractures and related orthopedic issues. Following a series of successful surgeries, the patient was discharged home with instructions for wound dressing changes and was told to follow up with the orthopedic provider in two weeks. When a Bayfront Health Network care coordinator contacted the patient for his transitions of care call, he expressed that he and his partner were too nervous to perform the dressing changes. Even after reassuring the patient and talking through the process over the phone, the patient and his partner requested in-person assistance to avoid making a mistake. As a result, the patient was advised to contact the orthopedic practice immediately, rather than wait until the original two-week follow-up appointment. The patient agreed to reach out but found that the provider's office was unavailable in the next day or two; upon hearing this information, the care coordinator went to the office in-person to speak with the staff and supervisor, on behalf of the patient, to convey the urgency. The patient was then able to get an appointment the next day at which time the dressing change was performed and more detailed education on how to perform dressing changes was shared. This care management intervention ensured the patient received timely care and helped to prevent future apprehensions with the dressing change process.

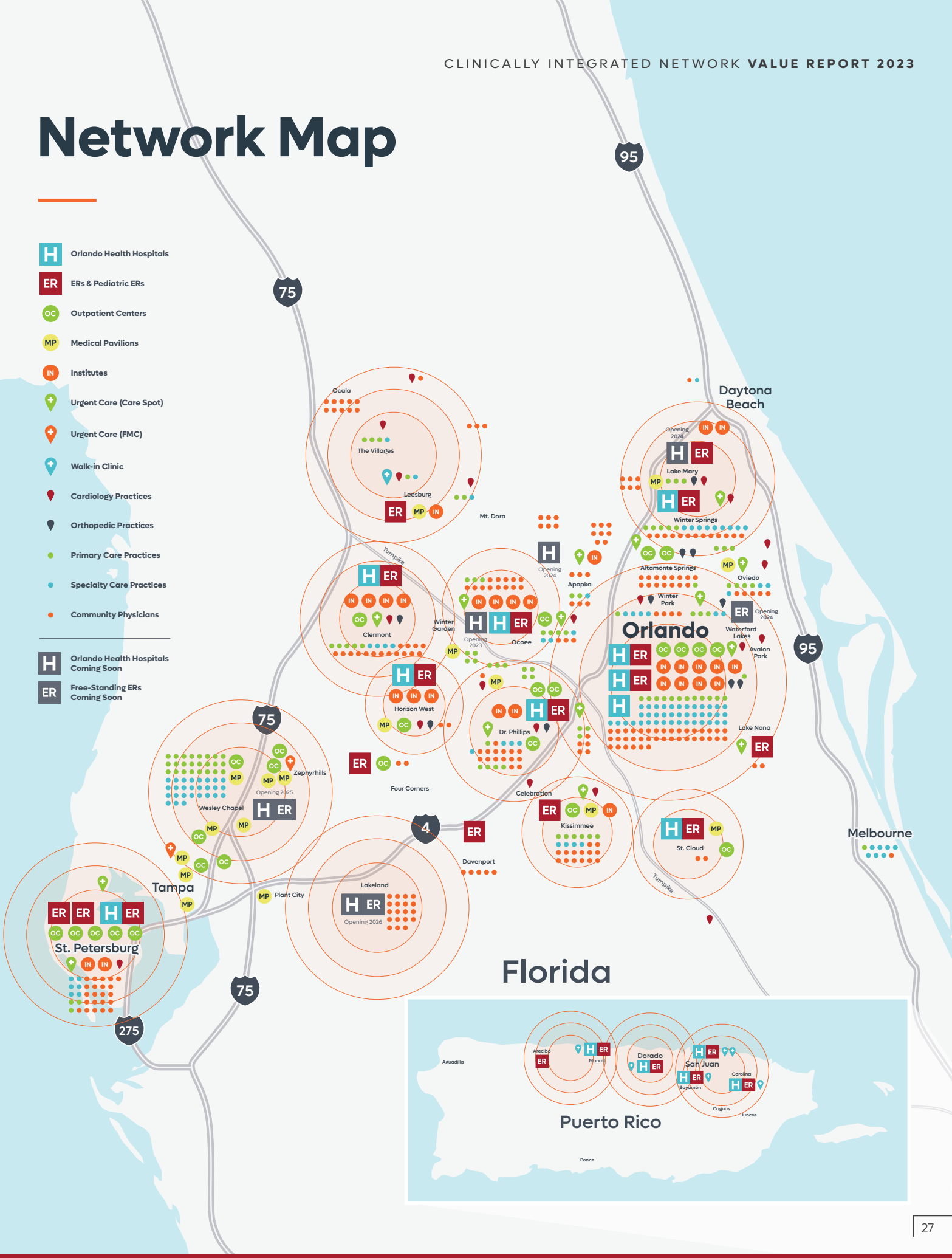
Repatriation Reduces Readmissions

An Orlando Health Network care coordinator was assigned a patient who was discharged home after a week-long hospitalization at an out-of-network facility for treatment of deep vein thrombosis (DVT). Before reaching out to repatriate the patient in-network, the care coordinator recognized he had several comorbidities and needed significant care coordination support, including continued medication therapy. The patient was initially referred to another out-of-network clinic by the out-of-network hospital for follow-up care, but he was unsuccessful in securing an appointment for his lab work. Through their conversation, the care coordinator confirmed the patient was agreeable to receiving bloodwork at another in-network site of care. She was then able to connect with the patient's primary care provider (PCP) to have the lab orders rerouted to the in-network Orlando Health Heart and Vascular Institute to provide ongoing medication administration and monitoring through its coumadin clinic. The care coordinator worked with the patient's PCP and the Orlando Health Heart and Vascular Institute to adjust all medications as necessary, given the patient's new condition. She also made sure the patient had scheduled PCP follow-up appointments, along with condition-specific education related to nutritional considerations and daily movement instructions to prevent future DVT formations. These timely coordinated activities successfully prevented a rehospitalization for the patient and ensured he had ongoing access to care at in-network facilities and offices, for continuity of care purposes.

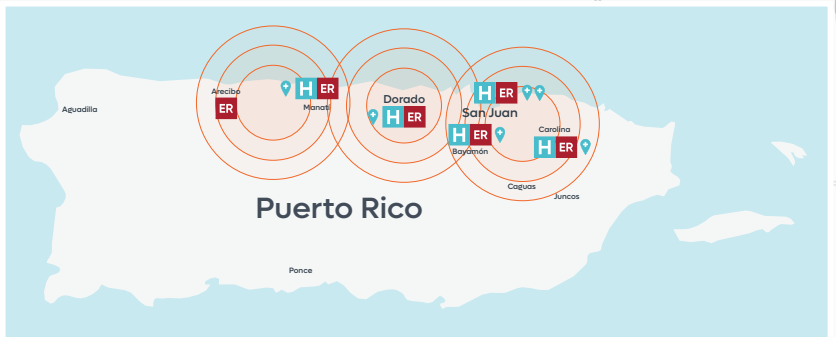
Network Map

- H Orlando Health Hospitals
- ER ERs & Pediatric ERs
- OC Outpatient Centers
- MP Medical Pavilions
- IN Institutes
- + Urgent Care (Care Spot)
- + Urgent Care (FMC)
- + Walk-in Clinic
- + Cardiology Practices
- + Orthopedic Practices
- + Primary Care Practices
- + Specialty Care Practices
- + Community Physicians

- H Orlando Health Hospitals Coming Soon
- ER Free-Standing ERs Coming Soon



Florida



Mission To improve the health and quality of life of the individuals and communities we serve.

Vision A trusted leader inspiring hope through the advancement of health.

Values We stress exceptional patient care above all else and our strategies serve to support the delivery of this care. We are guided by a planning framework known as "The Orlando Health Way."

809 S. Orlando Ave., Suite G, MP 215
Winter Park, FL 32789
(321) 843-6700

ORLANDO HEALTH[®]

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[OrlandoHealthNetwork.com](https://www.OrlandoHealthNetwork.com)