

Clinically Integrated Network Value Report 2025



Letter from the Chairperson

Dear Network Colleagues and Friends,



In my role as Orlando Health Network's Board Chairperson, I am honored once again to present our annual Clinically Integrated Network Value Report. Each year, I am inspired by the dedication of our network of more than 9,000 providers, who collaborate across various programs and financial models to enhance clinical outcomes and ensure that exceptional patient care remains our unwavering standard. Since its

inception, our network has consistently delivered the highest quality of care, surpassing nearly all local, regional and national benchmarks. This unwavering focus on quality has not only improved patient outcomes but has also contributed to hundreds of millions of dollars in financial savings since 2013.

As healthcare continues to evolve, one truth remains constant: People are at the heart of it all. No matter how advanced technology becomes, the expertise, judgment and compassion of our providers and healthcare professionals are irreplaceable. While data-driven systems will enhance efficiencies and provide additional insights, it is the human touch that makes those insights meaningful. Algorithms alone cannot replicate the deep understanding, personalized care and real-world decision-making that our teams bring to complex situations. As we embrace innovation, we must also remember technology is a tool, not a replacement for the people who make Orlando Health Network what we are. The future will be shaped by these novel advancements, but the skill, empathy and wisdom of our teams will always be essential to make them possible.

At Orlando Health Network, data is more than just numbers and reports, it is the foundation for smarter, more strategic decisions that drive meaningful, measurable change. Central to this effort is collaborative data exchange which enables more seamless collection, analysis and reporting of critical health information across systems and practices. As we expand our technical infrastructure to capture more real-time data, our teams improve their abilities to act on these timely insights to improve patient outcomes, close open care gaps and drive operational efficiencies, like never before. Moreover, by leveraging analytics, adopting enhanced performance metrics and implementing predictive modeling, we can also proactively address challenges.

Our commitment to continuous quality improvement demands that we embrace data as a catalyst for innovation. To that end, the introduction of the latest advanced data systems will allow our practices to not just react to opportunities, but to respond in ways grounded in evidence-based practice. This data-driven approach also further eliminates guesswork for providers by enabling more precise actions, such as offering personalized medicine treatments and deploying customized patient messaging in outreach campaigns. Sophisticated data collection and analysis also allow us to be more adaptive to the evolving needs of our communities, as we can now combine quantitative, clinical and operational findings with qualitative insights, such as patient feedback, to refine our systems and care delivery.

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."

As a health system, we have made significant strategic efforts in piloting new programs, measuring outcomes and adjusting our delivery models, as needed. By analyzing our key performance indicators, we have and continue to gain clarity into what works best and what needs further refinement. This year, we have witnessed growth and multiple achievements by improving our processes using this approach coupled with the leadership and commitment from our dedicated care teams. Through diligent work, Orlando Health Network has achieved great progress, including:

- The Support Team for Aftercare and Resources (STAR) Outpatient Centers continue to offer a premier service to support patients post-hospitalization. Since launching in 2023, the STAR Outpatient Centers have allowed the system to ensure that no patient needs go without timely follow-up care after leaving our hospitals. The results of these clinics have been more than promising, leading to significant improvements in hospital readmissions and avoidable emergency department utilization compared to benchmarks.
- The introduction of our Hospital Support Specialist (HSS) team has proven that a high-touch, patient-centered approach to discharge planning yields major results. This team ensures patients are fully equipped with the resources they need after being discharged from the hospital, including supporting a concierge model for follow-up care scheduling with our aligned network of providers. This service has had further impacts on MyChart account activation, ensuring patients are connected with our care teams post-discharge, and in Meds-to-Beds program enrollment, offering medication assistance to patients.
- The Practice Support Specialist (PSS) team has markedly enhanced pre-encounter chart preparation for our primary care offices, leading to notable operational efficiency gains across participating clinics. Outreach to patients through this bespoke model has improved patient experience rates while simultaneously streamlining and improving clinical documentation. As a spin off effect, providers and care teams have seen major reductions in “medical record clicks” and documentation burden, allowing for more valuable time to be spent with patients in the encounter and, ultimately, expanded appointment access given the added efficiencies borne by the service.

Throughout this report, we highlight the significant achievements and transformative contributions reflecting the strength and dedication of Orlando Health Network. As we look ahead, our network remains steadfast in its mission to deliver exceptional care through innovation and collaboration. Our evolution is guided by the needs of the populations we serve, powered by data and technology and grounded in human interaction. By championing bold ideas for the future, we strengthen our ability to serve communities with excellence and empathy. The path ahead is full of promise and we will continue to move forward with vision, integrity and an unwavering commitment to improving lives. I am encouraged knowing that we are not merely responding to the future but actively working to shape it together.

Warmest Regards,



Martin Soto, MD
Board Chairperson, Orlando Health Network

Orlando Health Network

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Network Performance

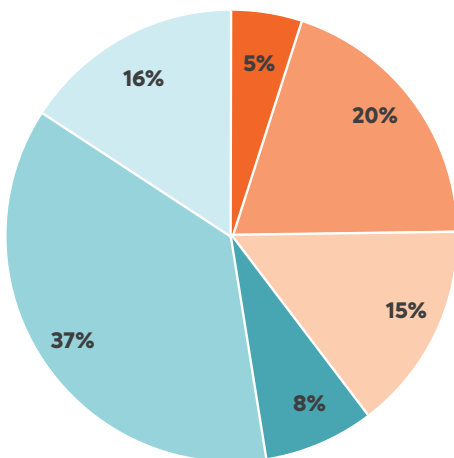
In 2024, Orlando Health made strategic decisions to expand into the neighboring Space Coast market on Florida’s East Coast, with the acquisition of three hospitals, and to venture into Central Alabama, with the addition of five new acute care hospitals in and surrounding Birmingham. Orlando Health Network (OHN) soon followed to pioneer new population health models in both regions, starting with the establishment of a strong provider network and continuing to develop new payer partnerships.

By expanding across state lines, the network has now become a multi-state clinically integrated network, boasting more than 9,000 aligned physicians, advanced practice providers (APPs), and clinical professionals. This network of providers was accountable for more than 350,000 value-based care lives in 2025 and has been able to generate nearly \$544 million in savings for patients, payers and employers since the inception of the network in 2013.

Since entering these new markets, the health system and its clinically integrated network have made significant strides to advance care, including significant investments in clinical infrastructure, and marked alignment with community providers, respectively. In the East Coast region, OHN has onboarded more than 300 providers since its market entry; and, in the larger Alabama Region, Orlando Health has already welcomed more than 1,100 providers to the network.

OHN’s proactive approach in engaging providers and patients with tailored resources has fueled development and enabled collaboration with patient-centered practices. The introduction of value-based care models and advanced technologies is expected to further bolster provider alignment and collectively raise the level of care in the communities the health system now has the opportunity to serve.

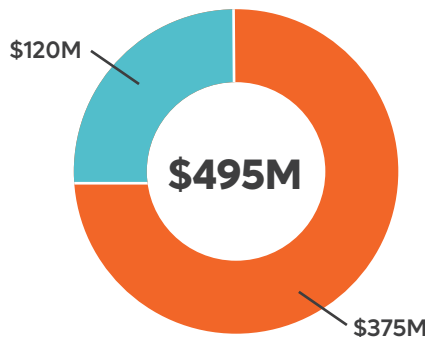
OHN Provider Membership



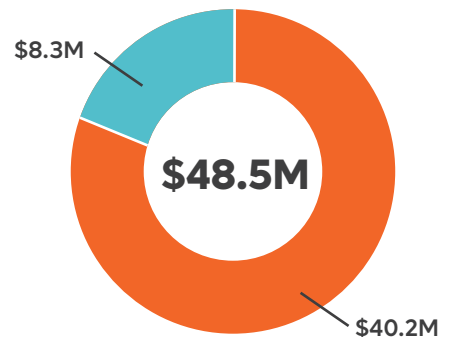
- Orlando Health Employed Primary Care
- Orlando Health Employed Specialty Care
- Orlando Health Employed APPs
- Community Affiliated Primary Care
- Community Affiliated Specialty Care
- Community Affiliated APPs

Aggregate Network Savings Since Inception \$543.5 Million

2013 – 2023 Program Savings



2024 Program Savings



- Senior Care Populations

- Commercial and Employer Populations

Elevating Care Quality Through Physician Partnerships

Physician collaboration is at the heart of Orlando Health’s transformative care model. Partnerships with Watson Clinic and Florida Medical Clinic Orlando Health (FMCOH) bring unparalleled access to state-of-the-art care, reshaping how healthcare is delivered by offering patient-centered, high-quality and accessible services.


With its footprint across the West Coast of Florida, FMCOH exemplifies how an established provider group can serve as a nucleus for Orlando Health’s Clinically Integrated Network (CIN) expansion in the West Region. Strategically positioned between Tampa and Orlando, Lakeland has seen rapid population growth, prompting an urgent need for scalable, high-quality care solutions in that geography, too. Consequently, the Watson Clinic partnership brings an integrated model to the region, enabling personalized care in local communities and driving improved health outcomes and patient satisfaction.

Expanding Offerings for Payers and Employers

OHN delivers a high-value, performance-based network enabling payers and employers to better manage their healthcare benefits. Unlike traditional broad network plans, focused solely on contracted rate opportunities, OHN’s clinically integrated structure embeds performance into every layer of care delivery; thereby delivering better outcomes through better care management and comprehensive services, not just pricing discounts.

With over 9,000 aligned providers serving in more than two dozen Florida and Alabama counties, the network features robust access to care and multiple wraparound supportive services, including practice performance consultants, risk adjustment coders, quality analysts and outpatient care managers. These teams work closely with aligned practices to provide insights and amplify care management capabilities. The collaboration of these teams with the network’s aligned practices has served to reduce medical expenses and improve health results for served populations.

By aligning physician incentives around the tenets of value and offering employers customizable solutions, OHN has been able to deliver better alternatives for organizations seeking quality-focused, cost-effective care not available through traditional carrier models.

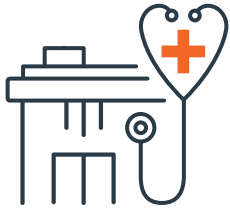


Locations
Across
18
Florida and
Alabama Counties



350,000 Patient
Lives

3,400
Physician
Practices



More than
9,000
Aligned
Providers



ACO Quality Performance



Quality Metric	OHN Performance*	Target Performance
Breast Cancer Screening	82.5%	80.1%
Cervical Cancer Screening	83.6%	83.5%
Colorectal Cancer Screening	69.7%	69.7%
Kidney Health Evaluation for Patients with Diabetes	51.3%	48.6%
4 of 6 Eligible Quality Metrics Sufficiently Satisfied		
Antidepressant Medication Management - Acute Phase	77.0%	75.0%
Blood Pressure Control	70.0%	43.0%
Breast Cancer Screening	82.0%	76.0%
Colorectal Cancer Screening	74.0%	61.0%
Cervical Cancer Screening	75.0%	70.0%
Diabetes Care: Hemoglobin A1c Controlled	74.0%	62.0%
6 of 6 Eligible Quality Metrics Sufficiently Satisfied		
Adolescent Well-Care Visit	71.6%	65.5%
Blood Pressure Control	85.3%	79.8%
Breast Cancer Screening	84.1%	80.1%
Coronary Artery Disease	81.2%	76.8%
Depression Screening	24.5%	4.3%
Diabetes Care: Hemoglobin A1c Controlled	83.9%	81.4%
Diabetes Care: Retinopathy Monitoring	32.0%	29.1%
Diabetes Care: Statin Use	90.0%	89.3%
Well-Child Visits in the First 15 Months of Life	88.9%	88.4%
9 of 12 Eligible Quality Metrics Sufficiently Satisfied		
Adhesion Barriers at Cesarean Section	6.3%	10.0%
All Cause Readmissions	7.2%	7.8%
Blood Pressure Control	67.7%	67.0%
Continuation of Antidepressant Therapy	87.1%	78.3%
Diabetes Care: Hemoglobin A1c Controlled	75.7%	61.2%
Diabetes Care: Hemoglobin A1c Poor Control Management	17.7%	20.0%
Net Promoter Score - Hospital	69.0%	64.0%
Net Promoter Score - Physician	81.0%	73.0%
30-Day Readmissions	2.0%	2.5%
9 of 11 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 2024 performance year.



Direct-to-Employer Arrangements

Disney Direct-to-Employer Arrangement

Since 2017, Orlando Health has partnered with The Walt Disney Company to deliver high-quality, cost-effective care to Disney cast members and their families. The network works closely with the self-funded employer to deliver an all-inclusive care model known as the Orlando Health Disney Cast Advantage Plan. This innovative value-based model blends data insights with compassionate care to improve outcomes and reduce unnecessary healthcare spending. Together, the organizations have launched targeted initiatives focused on maternal health, chronic disease management, pharmacy optimization and access to timely care. Orlando Health Network and the Walt Disney Company meet regularly to collaborate and identify new areas for clinical improvement and the potential for new programs to support patients. From reducing emergency room over-utilization through personalized outreach and education, to enhancing prenatal support with screenings, behavioral health services and social care navigation, these programs are tailored to meet the evolving needs of Disney cast members and their families.

The result of these targeted initiatives is better health, lower costs and a world-class experience, reflected in an industry-leading Net Promoter Score (NPS) above 80. This score, which measures a patient's likelihood to recommend their care experience to others, places Orlando Health in the "world-class" category and reflects deep trust, satisfaction and engagement among cast members and their families.

In 2025, Disney reaffirmed its commitment with a 2026 extension agreement and the partnership is expected to continue into 2027 and beyond, with planning already underway for a longer-term extension. In this new agreement, Orlando Health and The Walt Disney Company have an increased focus on addressing social determinants of health needs for patients after they return home from the hospital, supporting access to care and expanding services for patients with social and financial needs. Investing in these services can improve patient outcomes through continuous and coordinated care, serving patients in a greater capacity and reducing readmissions, among other impacts, across the greater Orlando community. This collaboration stands as a model for value-based care where data-driven strategies and a shared commitment to people come together to redefine what is possible in healthcare.





Employer Partnerships

The Orlando Health Employer Solutions Partner (ESP) initiative continues to expand its impact on reducing healthcare costs in the community. Over the past eight years, ESP has collaborated closely with school districts, municipalities and private companies to create data-informed strategies fueled by strong partnerships and human connections.

ESP provides a comprehensive range of employer engagement options, including high-performing networks, packaging pricing firms, onsite clinics, prevention strategies and wellness initiatives, all designed with people at the heart of every decision. With multiple high-performing networks, Orlando Health is the principal health system partner for conveners and employers in Central Florida. Leveraging partnerships with Centivo, Employers Health Network, Evolutions and Imagine Health, employers are able to achieve strategic pricing advantages and enhanced clinical efficiency.

These collaborative initiatives have yielded measurable outcomes. Self-funded health plans from the School District of Osceola County, Rosen Hotels and Resorts, ABC Fine Wine and Spirits, Starling's Auto Group, Jr. Davis Construction Company, Lake County Schools and Westgate Resorts have consistently demonstrated healthcare cost trends that outperform the broader market over the past several years.

In 2024, ESP entered a partnership with PeopleOne Health. Operating four clinics in the Orlando area, PeopleOne provides primary care for members and dependents, while Orlando Health delivers critical diagnostic services including imaging, physical therapy, pulmonary testing and cardiac testing at no cost to the patient. Over 6,000 individuals from organizations such as Orange County Public Schools and Rollins College have already benefited from this program.

ESP also leads innovative packaging pricing programs, bundling facility and provider services into single-rate options that simplify care and reduce expenses. Orlando Health is the primary Central Florida partner for companies like Carrum Health, Optum Spine and Joint Solutions, BariNet, and Lantern (formerly SurgeryPlus). These partnerships have helped more than 4,000 patients see significant cost savings, exemplifying the impact of combining actionable data with empowered healthcare delivery.

Through its Prevention and Wellness programs, ESP builds healthier communities via targeted education and coaching. With locations at both Orlando Health Horizon West Hospital and downtown Orlando, the Center for Health Improvement provides programs under the ChooseOne banner to employees of Seminole County Public Schools and Orange County Government. These sessions focus on heart health, blood sugar control and weight management, empowering individuals to make changes that matter.

Medicare Shared Savings Program

The Medicare Shared Savings Program (MSSP) is a voluntary advanced alternative payment model administered by the Centers for Medicare & Medicaid Services (CMS). This value-based care program continues to be a cornerstone of federal efforts to improve the quality of care for Medicare beneficiaries, encouraging providers and health systems to collaboratively manage and coordinate patient care. While new programs continue to be introduced and several have evolved over time, the goal has remained the same for participating organizations: deliver high quality, patient-centered care while reducing unnecessary expenditures.

Orlando Health now operates two distinct MSSP Accountable Care Organizations (ACO), known as Orlando Health Collaborative Care (OHCC) and Florida Medical Clinic ACO (FMC ACO), respectively. Collectively, these two entities have completed more than 24 program years as of the conclusion of 2024, and both organizations were participating under CMS's most advanced program track, known as the Enhanced ACO. Under this model, OHCC and FMC ACO are each compared against regionally weighted spending targets and national quality benchmarks.

Despite ever-changing healthcare policy and multiple other programmatic headwinds, such as recent changes to the quality reporting standards and benchmark setting, OHCC and FMC ACO collectively generated \$14 million in financial savings against targets, and both proved to deliver exceptional quality results across all quality domains in 2024.

Beyond their demonstrated economic success, OHCC and FMC ACO also saw significant achievements in all quality domains, including marked improvement across multiple quality measures. CMS publishes complete ACO performance results online each year, and some of the major highlights for OHCC are summarized below.



Medicare Shared Savings Program 2024 Quality Measure Results – Orlando Health Collaborative Care

Domain	Measure	Measure Name	ACO Performance *
Patient/ Caregiver Experience	CAHPS-1	Getting Timely Care, Appointments and Information	82.12%
	CAHPS-2	How Well Your Providers Communicate	95.30%
	CAHPS-3	Patients' Rating of Provider	93.21%
	CAHPS-4	Access to Specialists	73.22%
	CAHPS-5	Health Promotion and Education	69.73%
	CAHPS-6	Shared Decision Making	63.19%
	CAHPS-7	Health Status and Functional Status	75.52%
	CAHPS-8	Care Coordination	85.45%
	CAHPS-9	Courteous and Helpful Office Staff	92.61%
	CAHPS-11	Stewardship of Patient Resources	26.65%
	Care Coordination/ Patient Safety	Measure #479	Hospital-Wide, 30-Day, All-Cause Unplanned Readmission Rate
Measure #484		Risk-standardized Hospital Admission Rates for Patients with Multiple Chronic Conditions	Not Applicable
ACO-13		Screening For Future Fall Risk	97.29%
Preventive Health	ACO-14	Influenza Immunization	70.63%
	ACO-17	Tobacco Use: Screening and Cessation Intervention	60.61%
	ACO-18	Screening for Clinical Depression and Follow-up Plan	80.72%
	ACO-19	Colorectal Cancer Screening	84.79%
	ACO-20	Breast Cancer Screening	83.82%
	ACO-42	Statin Therapy for Prevention and Treatment of Cardiovascular Disease	84.60%
At-Risk Population	ACO-40	Depression Remission at Twelve Months	3.85%
	ACO-27	Diabetes Mellitus: Hemoglobin A1c Poor Control	7.33%
	ACO-28	Hypertension: Controlling High Blood Pressure	68.77%

*Dark green shading indicates Orlando Health Collaborative Care met or exceeded the 80th percentile of national performance. Light green shading indicates performance between the 60th and 80th percentile nationally.



Clinical Transformation Initiatives

Support Team for Aftercare and Resources (STAR) Outpatient Centers

In August 2023, Orlando Health launched the Support Team for Aftercare and Resources (STAR) Outpatient Centers, an innovative program designed to enhance continuity of care during the critical post-discharge period in a patient's healthcare journey. Built on a foundation of multidisciplinary collaboration, the STAR Outpatient Centers bring physicians, nurse practitioners, pharmacists and care managers together to ensure that every patient has the resources they need for a safe and smooth transition out of the hospital. Their collective approach reinforces disease-specific education, eliminates barriers to medication adherence, connects patients to long-term primary care providers and escalates care when clinically necessary, all within a framework designed to prevent avoidable readmissions and improve care outcomes.

Since inception, the STAR Outpatient Centers have cared for thousands of patients and achieved a significant reduction in 30-day all-cause hospital readmissions, lowering rates to less than half of what is typically seen across the industry. This remarkable impact not only improves patient health and experience but also helps to provide care for vulnerable patient populations with more socially complex needs. Under the leadership of Medical Director, Omar Qazi, MD, MHA, FACP, the STAR Outpatient Center team has developed and implemented best-practice protocols across sites, ensuring a consistent, high-quality experience regardless of where patients are seen.

STAR Outpatient Centers have onsite or nearby clinics supporting hospital campuses across the Central Florida region, including Orlando Health Orlando Regional Medical Center (ORMC), Orlando Health Dr. P. Phillips Hospital, Orlando Health St. Cloud Hospital and Orlando Health Lake Mary Hospital. In 2025, physical offices were also added to Orlando Health South Lake Hospital and Orlando Health Bayfront Hospital. For more distant markets and for patient convenience, the service is also available through a robust virtual care offering which broadens access and reinforces continuity of care for patients beyond the hospital campuses.

One patient shared how profoundly the STAR Outpatient Center experience had shaped their recovery. They described the care as **"immeasurable,"** citing the team's attention to detail, responsiveness and empathy as instrumental in helping them through a difficult period. "I wish [the STAR Outpatient Centers] could be my permanent provider," the patient wrote to the offices, "but I understand the transitional aspect of the centers. Just know that what the team does matters and made all the difference."



Introduced in spring 2024, another key service of the STAR Outpatient Center model is the Medication/Disease Management (MDM) program, addressing complex medication therapies for patients with chronic and/or high-risk conditions. As pharmaceutical regimens become increasingly sophisticated, patients are often prescribed numerous medications, many of which may interact with each other or be misunderstood, misused or misaligned with updated treatment guidelines. Consequently, the MDM service was developed to close these gaps and support patients in navigating their medication journeys safely and confidently, while supporting the care plan of their dedicated care team.

The MDM program provides individualized, in-person consultations with a collaborative team of clinical pharmacists and providers who take a holistic approach to pharmaceutical care. These visits include a detailed review of the patient's complete medication list, identifying potential drug interactions, duplications and adverse effects. Just as importantly, the team ensures each medication still aligns with current clinical goals and the patient's evolving health status.

Patient education is a core pillar of the STAR Outpatient Centers, as well. Through clear, condition-specific coaching, the team empowers patients to understand their treatment plans, take ownership of their medication regimens and engage more actively in their health management. The program goes beyond reactive care; it proactively identifies and integrates emerging therapies that may improve care outcomes. By staying current on newly approved medications and evidence-based advancements, the team adds a future-focused dimension to each patient's care plan.

The STAR Outpatient Center's collaboration with primary care teams further strengthens continuity of care and long-term disease management. Whether adjusting therapies based on new lab data or recommending cost-effective medication alternatives, the program aligns clinical decision-making with each patient's best interests. The program has already demonstrated meaningful cost savings for the Orlando Health Team Member Health Plan by reducing medication-related complications and optimizing the use of discounted drug pricing programs.

These program offerings together embody the core values of Orlando Health's approach to value-based care. They are driven by clinical insights, powered by the dedication of a multidisciplinary team and centered on what matters most, caring for patients.



Omar Qazi, MD, MHA, FACP

Medical Director, Support Team for Aftercare and Resources (STAR) Outpatient Centers

Having an opportunity to work in and lead our STAR Outpatient Centers has been a truly rewarding experience. The growth of the clinics is a testament to the dedication of our team, whose collaborative efforts have significantly improved patient care and transformed countless lives. It is heartening to see how the clinics consistently improve outcomes and provide essential support during the most vulnerable times for our patients and their caregivers.



Readmission Reductions

Reducing hospital readmissions is more than a quality metric, it reflects how effectively OHN coordinates, communicates and provides care across every stage of the healthcare journey.

Building on the foundation laid in previous years, Orlando Health has continued to expand and evolve its systemwide readmission-reduction strategies. Today, more than ever, a greater focus is on real-time data integration to support multidisciplinary collaboration and clinical wraparound support services.

One of the most significant advancements in this space has been expanded interoperability with the Florida Health Information Exchange (HIE) to ingest near-real-time notifications of hospital and emergency department admissions, discharges and transfers. This capability has sharpened the ability to track readmissions more accurately, completely and timely to aid in designing corporate pilots and improvement activities.

Beyond data enhancements, the network has also deployed specialized teams embedded throughout the care continuum to better deliver a truly end-to-end and supportive model of care.

Hospital Support Specialists

Based on extensive research, the most significant factor in preventing rehospitalizations is ensuring patients have timely access to follow-up care. Follow-up visits with providers serve many purposes in preventing readmissions, which notably include allowing for outstanding or new patient questions to be addressed, adjusting care plans or medication regimens based on emerging clinical findings and/or assessing social determinants that may be barriers to optimal recovery.

As a result, the Hospital Support Specialist (HSS) position was established in 2024 to enhance support for senior patients across Orlando Health's hospital campuses. The HSS team aims to principally reduce 30-day all-cause rehospitalizations by ensuring patients receive necessary follow-up care upon discharge, ideally aiming to have patients leave the hospital with a confirmed appointment within three to five days of the discharge.

The HSS team operates both in-person and virtually to support all system hospitals and assist patients in three main ways: (a) supporting their various post-discharge scheduling needs with primary care and specialty care providers, (b) enrolling patients in Orlando Health's Meds to Beds Program to provide complete medication reconciliation, medication education and access to essential prescriptions, and (c) activating their Orlando Health MyChart patient portal to permit real-time access to their medical information and scheduled appointments, as well as promoting a direct line of communication with their healthcare providers.

Together, these interventions are meant to ensure patients leave the hospital with all their necessary appointments, prescribed medications and communication pathways to maximize their recovery journey and prevent readmissions. Based on preliminary findings, the introduction of this service has helped to enhance the patient experience while also showing a 7% relative reduction in risk-adjusted all-cause readmissions.

Practice Support Specialists

Value-based care initiatives are designed to improve patient outcomes while reducing overall healthcare expenditures by incentivizing the delivery of high-quality care. However, these programs often introduce added administrative demands on healthcare providers, particularly within primary care practices. Effectively managing these administrative responsibilities is critical to the sustainability of these innovative models and to accurately assess performance across provider networks.

To lessen the burden on its provider network, Orlando Health introduced the Practice Support Specialist (PSS) program to help meet these demands. This program is designed to provide pre-visit support to primary care practices for all scheduled wellness exams, helping to improve clinical operations and care quality, reduce administrative workloads contributing to clinician burnout and increase appointment efficiency.

PSS team members are licensed practical nurses and/or certified medical assistants by training who are responsible for pre-encounter chart preparation prior to a patient's appointment. To support offices and provide a concierge-like service to patients, the PSS team conducts thorough chart reviews to ensure medical records are updated with essential clinical information before conducting telephonic outreaches to scheduled patients. During these interactions, patients complete pre-visit screenings allowing PSS team members to document care gaps that have been resolved while also identifying those that need to be discussed in the encounter. The team also leverages standing orders to address outstanding care needs, such as ordering mammograms or providing tobacco cessation education.

This model has proven successful early on by immediately improving office productivity. Collectively, the efforts have streamlined processes across offices, with studies showing nearly 100 fewer medical record "clicks" needed per encounter and between 15 and 30 minutes of office time saved per supported patient encounter. From the patient perspective, the impact of the service has been obvious, too. Patients report feeling more prepared for the encounter and have noted the added time with their physician. By reducing these burdens, the providers themselves have also been able to add more availability, with the average office opening two additional appointment slots daily.

InnovAge

In May 2024, the InnovAge Program of All-Inclusive Care for the Elderly (PACE) Center launched in Orlando, marking the beginning of a groundbreaking collaboration between Orlando Health and InnovAge, the largest PACE provider in the nation operating 20 centers in six states.

The PACE program, a model promulgated by the Centers for Medicare & Medicaid Services (CMS), is a comprehensive, multidisciplinary care model targeted at seniors with complex medical and social needs. The jointly owned Orlando-based center represents the first-ever PACE program in Central Florida, designed to serve up to 1,300 qualified participants across Central Florida at full enrollment.

Inside the state-of-the-art facility, patients are met by a dedicated team of physicians, dentists, nurses, social workers, therapists, dietitians and other care specialists working in concert to maximize their health. Together, this team collectively develops individualized care plans tailored to each patient’s unique needs, empowering patients to continue to live independently in their own homes with a high quality of life, while always having easy access to services afforded through the PACE program at the center.

Since opening, the center has already achieved meaningful clinical results, including a 16% reduction in patient falls compared to national averages. This was made possible by leveraging proactive risk assessments and targeted interventions. Moreover, through established care pathways and a shared comprehensive health record, Orlando Health and InnovAge have designed a model enabling seamless alignment of programs and services designed to reduce hospitalizations and improve overall health outcomes. The program also emphasizes caregiver support and community partnerships to ensure a holistic, supportive environment exists even beyond the center itself.

Recognizing a true need for Central Florida’s most at-risk senior population based on outcomes data, Orlando Health and InnovAge partnered to bring a service to the region to meet that need, aligned around the shared aim to improve the health and quality of life of the individuals and communities served. Together, through this program, both organizations hope to redefine what aging in place can look like, addressing complex needs of seniors through a value-based care framework that has been proven successful by OHN across so many other populations.

Orlando Health Post-Acute Care Network

In 2019, OHN established a high-value post-acute care (P-AC) network of skilled nursing facilities (SNFs) which was later expanded to include home health agencies (HHAs). This initiative aligns with Orlando Health’s strategic priorities to deliver high-quality, safe and efficient care while enhancing patient outcomes across all care settings.

Program Objectives:

- Strengthen care quality and continuity across the continuum of care
- Minimize avoidable emergency department visits and hospital admissions
- Improve hospital throughput and reduce excess days in acute care
- Achieve superior performance in value-based care programs

The P-AC network undergoes annual evaluation to assess network adequacy in terms of access and performance. During each review period, newly identified organizations that are performing at high levels may be welcomed to participate in the network, while those that are under performing are either removed from the network or given action plans to meet established performance standards within set timelines.

The network assesses both SNFs and HHAs based on more than a dozen operational, quality, utilization and cost-containment indicators. These metrics include quantifiable metrics such as referral acceptance and response time, rehospitalization rates and the Centers for Medicare & Medicaid Services star ratings, among others. The evaluation also considers qualitative feedback, such as impressions of care management personnel in terms of collaborative efforts to maximize patient care. As a result of these ratings, each provider organization receives scorecard data highlighting performance and best practices on a quarterly basis.

To further P-AC objectives, OHN’s value-based care programs team collaborates with the health system’s inpatient care management leadership to conduct one-on-one P-AC provider meetings. During these sessions, data from the scorecard is reviewed to point out organizational strengths and opportunities, identify emerging trends and share observed best practices in the market. This collaborative approach has been well-received, with providers expressing appreciation for the transparency, actionable insights and opportunity for open dialogue in a supportive environment.

<p>SNF Network Places Patients in Facilities 12+ Hours Earlier</p> 	<p>SNF Network Demonstrates 6% Lower Relative Readmission Rate</p>	<p>SNF Network Reduces ~7 Days on Post-Acute Length of Stay</p> 	<p>HHA Network Aids in Patient Placement 8+ Hours Sooner</p> 
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Technology

Nuance Dragon Ambient eXperience (DAX) System

As the healthcare environment evolves and administrative burdens increase, providers face growing practice challenges. One significant contributor to provider burnout is the extensive use of the comprehensive health record (CHR), particularly documentation requirements to meet quality and compliance standards. This leads to reduced clinical productivity, impaired work-life balance, extended after-hours documentation (sometimes referred to as “pajama time”) and overall decreased provider satisfaction.

In response to these demands, Orlando Health has implemented the Nuance Dragon Ambient eXperience (DAX) system. This artificial intelligence solution leverages conversational, ambient and generative technologies to document patient encounters in real-time. With this solution, clinicians can focus on patient interactions while the system seamlessly captures, transcribes and drafts clinical notes in the background for final review and approval. Employing such a tool, particularly in the ambulatory care setting where patient volumes are high and time efficiency is paramount, allows providers to have more meaningful interactions. The product has already proven to save significant clinical time and open opportunities for providers to invest in the more interpersonal aspects of care, such as building patient rapport. Moreover, through these extended conversations, the product has allowed providers more time to address multiple health concerns in single encounters, as opposed to spending that time navigating the CHR.

Orlando Health providers have noted several advantages following implementation of the product, particularly less documentation time and improved clinical efficiency. The product has also shown to ease administrative burdens, mitigate “task fatigue” and provider burnout, and promote better patient-clinician relationships.



Todd Sontag, DO

Orlando Health Physician Associates
Family Medicine

DAX is a game changer! I cannot imagine not using DAX at this point. It saves me about 45 minutes to an hour a day of charting. Not only are the notes completed much quicker, but they are more thorough than they were before I used it. I am getting home earlier and spending more time with my family, which only improves my work-life balance.



Value-Based Performance Management

Orlando Health Network (OHN) has now become one of the first organizations nationally to successfully implement Epic's Value-Based Performance Management (VBPM) module, further positioning the network to drive value-based care innovation. As an early adopter of this new population health platform, the organization is already utilizing VBPM to improve care quality, enhance cost efficiency and achieve better patient outcomes.

The VBPM module is fully integrated into the organization's comprehensive health record, equipping clinical and administrative teams with tools to more effectively manage value-based populations. The platform supports real-time performance monitoring, facilitates data-driven decision-making and enables proactive care coordination across the care continuum.

Although the benefits of the platform are numerous, three of the most valuable VBPM capabilities include:

- 1. Quality Monitoring:** The Certified Healthcare Effectiveness Data and Information Set (HEDIS) platform allows for detailed performance tracking, providing data-driven insights to pinpoint gaps in care, predict upcoming patient gaps and allow care teams to take actions focused on achieving population health goals.
- 2. Medication Management:** VBPM enables in-depth review of Pharmacy Quality Alliance (PQA) medication adherence metrics, allowing for more informed and timely interventions to patient adherence behaviors. This information supports performance management and informs medication management strategies for care management teams.
- 3. Expenditure Analytics:** The module presents greater visibility into individual and aggregate spending trends, even allowing for proxy pricing and repricing adjustments on incomplete claims data. With these added insights, patterns of overspending and overutilization can be better tracked in real-time and, importantly, patients can be more quickly enrolled in targeted care management programs. Additionally, network management leaders benefit by having increased insights into site of service opportunities, out-of-network utilization and specialty-specific and geography-specific network needs.

Enterprise Data Platform

In addition to expanding network management capabilities, OHN has also invested considerable resources into building out its Enterprise Data Platform (EDP), which serves as a supercharged data analytics hub powered by Databricks. This strategic investment enhances Orlando Health's capacity for conducting complex computational analytics and, ultimately, the introduction of multiple artificial intelligence (AI) applications to further augment and enhance patient and provider experiences.

With hundreds of data sources housed in the EDP environment, including dozens of value-based care datasets, OHN is now better positioned to tie payer, clinical, transactional and esoteric datasets together in a unified way to glean insights that were previously unthinkable. There are myriad aims of this big data strategy, including, (a) enabling major advancements in the direct delivery of clinical care with more robust patient information and best practice support tools, (b) optimizing care management protocols with real-time efficacy evaluation based on patient engagement and outcomes data, (c) accelerating speed to insights for complex clinical, financial and operational decision-making, enabling greater efficiency for teams across the enterprise and (d) revealing deeper understandings of population health trends so care teams can be more effective and precise, among many others.

Looking ahead, the EDP will take the network forward from a data perspective, moving beyond currently available descriptive reporting and predictive analytics, to best-practice prescriptive analytics to optimize treatment plans and patient engagements. This will translate to earlier identification of patient needs, better alignment of care coordination services and more curated patient interactions to drive desired behaviors, such as improved medication adherence. In summary, this in-house data platform represents a transformative development for OHN, and the EDP has and will continue to have a direct and positive impact on patient care.





Orlando Health Sebastian River Hospital

Expansions and Growth

East Coast Expansion

Orlando Health has expanded its leading healthcare services to Florida's East Coast with the acquisition of Steward Health Care, serving Florida communities in Brevard and Indian River counties. The expansion includes the acquisition of two hospitals, Orlando Health Melbourne Hospital and Orlando Health Sebastian River Hospital.

In addition to the newly rebranded hospitals, Orlando Health has acquired Steward Medical Group, representing providers with specialties including cardiology, women's services, gastroenterology, surgery and more. In the East Coast region, OHN has onboarded nearly 400 providers since its market entry.



Orlando Health Melbourne Hospital

Now Open

Orlando Health Lake Mary Hospital

Opened January 2025, serving Seminole and Volusia counties with 124 beds, offering a full scope of medical and surgical services, including cardiovascular, general surgery, orthopedics and women's services with labor and delivery, alongside a future neonatal intensive care unit.

Orlando Health Digestive Health Institute

Opened April 2025, this three-story facility in downtown Orlando has six state-of-the-art procedure rooms designed specifically for endoscopy procedures.

Orlando Health Emergency Room – Waterford Lakes

Opened April 2025, this facility features 10 patient rooms, a full-service lab, diagnostic imaging capabilities including X-ray, computerized tomography, and ultrasound services, respiratory therapy and cardiac monitoring to provide emergency services 24/7 for children and adults.

Coming Soon



Orlando Health Behavioral Health Hospital Opens 2026

In partnership with Acadia Healthcare, Orlando Health will open a 144-bed behavioral health hospital in Apopka in early 2026, expanding access to critical mental health services in the Orlando metro area. The state-of-the-art hospital will offer comprehensive inpatient and intensive outpatient treatment for adults, seniors, children and adolescents who struggle with acute symptoms of mental health such as anxiety, depression, bipolar disorder, post-traumatic stress disorder (PTSD), as well as treatment for co-occurring disorders.



Florida Medical Clinic Orlando Health Wiregrass Ranch Hospital Opens 2026

Opening in the spring of 2026 with 102 beds and room to expand to 300 beds, Florida Medical Clinic Orlando Health Wiregrass Ranch Hospital is designed to serve Wesley Chapel and Northern Hillsborough County residents today and into the future. With nine operating rooms, including a hybrid operating room that provides advanced imaging capabilities to allow for real-time imaging during surgical procedures, the facility was created in collaboration with over 200 Florida Medical Clinic Orlando Health physicians.



Orlando Health Watson Clinic Lakeland Highlands Hospital Opens 2026

Orlando Health has partnered with Watson Clinic, one of the nation's most respected physician-led practices, to design Orlando Health Watson Clinic Lakeland Highlands Hospital, due to open in summer 2026. The new hospital will open with more than 300 inpatient beds, 69 emergency and observation beds, 11 working operating rooms, four cardiac and interventional suites and 18 beds in an intensive care unit that will serve 36 patients at full build-out.



Orlando Health Children's Pavilion Opens 2026

Located in downtown Orlando, this 189,000-square-foot building will bring more than 30 pediatric specialties together in one location, all dedicated to the treatment of children. Scheduled to open summer 2026.



Orlando Health Weight Loss and Bariatric Surgery Institute Opens 2027

This two-story, 28,000-square-foot facility in downtown Orlando will expand capabilities for minimally invasive procedures, both endoscopic and robotic, as well as comprehensive medical weight loss treatment.

Orlando Health Spotlight Awards and Recognitions



U.S. News & World Report Ranks Orlando Health Hospitals and Service Lines Among the Best in the Nation

Orlando Health hospitals and service lines were recognized in *U.S. News & World Report's* most recent hospital rankings as some of the best in the nation. The healthcare system earned Best Hospitals, Best Regional Hospitals and High Performing Hospitals, while multiple service lines were honored as “high performing” at the national and regional levels.

Taking top honors were Orlando Health Orlando Regional Medical Center (ORMC), Orlando Health Dr. P. Phillips Hospital and Orlando Health Lake Mary Hospital which were nationally ranked in cardiology, heart and vascular surgery, and diabetes and endocrinology. They also received national high-performing recognition in six service lines including gastroenterology (GI) and GI surgery, pulmonology and lung surgery, urology, geriatrics, cancer and orthopedics.

In addition, the three hospitals were also recognized as 2025-2026 “Best Regional Hospitals.” *U.S. News & World Report* evaluated more than 4,400 hospitals across 15 adult specialties and 22 procedures and conditions; only 13% of evaluated hospitals earned a Best Hospitals designation while only one third earned a high-performance award.

Orlando Health Bayfront Hospital, Orlando Health Arnold Palmer Hospital for Children and Orlando Health – Health Central Hospital Receive Highest Recognition for Excellence in Emergency Department Care

The emergency department teams at Orlando Health Bayfront Hospital, Orlando Health Arnold Palmer Hospital for Children and Orlando Health – Health Central Hospital received the 2025 Emergency Nurses Association’s (ENA) Lantern Award which recognizes leadership, practice, education and advocacy that resulted in improved patient care and staff well-being. The Lantern Award is regarded as the highest recognition an emergency department can receive. Less than 2% of hospitals nationwide are selected for this prestigious award and Orlando Health Bayfront is the only Lantern Award recipient in Pinellas and Hillsborough counties.

Touted as the gold standard for measuring quality and safety in emergency nursing, the Lantern Award showcases the accomplishments of emergency departments in incorporating evidence-based practice and innovation into emergency care and serves as a visible symbol of an organization’s commitment to quality, safety and a healthy work environment.





Becker's Top Places to Work in Healthcare 2025

Becker's Healthcare released its 2025 list of top places to work in healthcare, with Orlando Health earning a spot among the best in the nation. This national list recognizes top-tier employers, devoted to supporting their teams holistically by offering wellness programs, community involvement opportunities and a culture that values balance and meaningful connection in the workplace.



Orlando Health and Orlando Health Bayfront Hospital Named as USA Today Top Workplaces

Orlando Health and Orlando Health Bayfront Hospital have won the USA Today Top Workplaces Award for 2025. This award recognizes organizations that create positive work environments, foster team member satisfaction and promote a sense of community within their teams.

More than 39,000 employers nationwide were invited to participate in an employee engagement survey, with 1,526 companies receiving recognition. Orlando Health ranked 27 out of 100 organizations nationwide with 2,500+ team members. It is the top-ranked healthcare system in Florida and the second-highest ranked employer nationally in the Hospitals and Health Systems category. Orlando Health Bayfront Hospital was also recognized in the category of companies with 1,000 to 2,400 team members.



Orlando Health Hospitals Earn 'A' Grades for Patient Safety

For the 14th time in a row, Orlando Health South Lake Hospital has earned an "A" grade from the patient-safety advocates at The Leapfrog Group, an independent nonprofit organization committed to driving quality, safety and transparency in the United States health system.

For the first time since acquired, Orlando Health Bayfront Hospital has also earned an 'A' grade. When Orlando Health took ownership of the hospital in 2020, it had a 'C' grade. The organization immediately conducted a full assessment of healthcare quality and committed to work as quickly and thoroughly as possible to enhance quality for patients. Orlando Health Horizon West Hospital and Orlando Health Melbourne Hospital also earned 'A' grades in the spring 2025 reporting period.

Three Orlando Health Facilities Named as Modern Healthcare Best Places to Work

Modern Healthcare has recognized Orlando Health St. Cloud Hospital to its annual Best Places to Work for the fourth consecutive year. Also named to the 2025 list were Orlando Health Jewett Orthopedic Institute, for the second time in a row, and Orlando Health Advanced Rehabilitation Institute, for the first time. This national distinction celebrates healthcare organizations with positive work environments and team members who are engaged and empowered.





Network Provider Feedback



Lorna Bennett, MD

Bennett Pediatrics
Pediatrics
OHN Member Since 2024

Bennett Pediatrics is a proud member of OHN and joining the network has greatly enhanced my practice. The collaborative environment fosters better communication and coordination, leading to more comprehensive and efficient patient care. Additionally, the integration of data analytics supports continuous improvement in clinical outcomes. The emphasis on physician engagement has fostered an environment where I can connect with peers, share insights and work together to improve patient care. The network encourages active participation in decision-making processes, making me feel valued and heard. Overall, being part of a clinically integrated network has not only strengthened my practice but also enriched my professional development. It has enabled me to deliver the highest standard of care to my patients while engaging with a forward-thinking, collaborative and supportive community.



Veronica Perez, MD

Orlando Health Physician Associates
Internal Medicine
OHN Member Since 2024

As a primary care physician with Orlando Health, being a part of Orlando Health Network has allowed me to deliver care that goes beyond the walls of the exam room. The network gives me the tools and support to stay proactive about my patients' health — whether it is closing care gaps, coordinating with specialists or navigating the complexities of risk coding and value-based care. The collaborative structure of the network empowers me to make data-driven decisions and ensure that each patient receives comprehensive, personalized care. I have seen firsthand how this integrated approach improves health outcomes, reduces unnecessary costs and enhances the overall patient experience. What I value most about OHN is that I am never working alone. The network surrounds me with a dedicated support team that shares the same mission: to keep our patients healthy and thriving.



Tiana Kloss, MD

Florida Medical Clinic Orlando Health
Family Medicine
OHN Member Since 2023

Orlando Health Network has significantly enhanced my practice by offering access to a wide network of specialists and allied health professionals. This connectivity has improved both the timeliness and quality of care my patients receive. The seamless collaboration continues through hospital transitions, ensuring I receive the necessary information to manage my patients effectively following hospital or emergency department discharges. The integrated comprehensive health record has been instrumental in reducing redundant testing and allows me to stay informed about specialist evaluations and results. Additionally, OHN supports my ongoing professional development by providing access to up-to-date, evidence-based resources, enabling me to deliver high-quality care to my patients.



Uy Hoang, MD

Mark Hoang, MD, PA
Family Medicine
OHN Member Since 2022

Working with Orlando Health Network has connected me to an abundance of useful resources and support from dedicated individuals whose purpose and passion, like my own, is to ensure high-quality, cost-effective care for others. I often attend town hall and provider symposium events to stay in the know and engage with other providers. These events give providers an opportunity to enjoy an evening out, while also being informed of ways to better serve our patients. I enjoy collaborating with providers in the network and learning new ways to be more efficient in my practice.



Letter from the Medical Directors

Dear Network Friends and Colleagues,

As we reflect on another year of progress and innovation, we are proud to share the continued advancements made within Orlando Health Network. Our commitment to transforming patient care through creativity, collaboration and compassion remains steadfast, and we are excited to highlight the initiatives that have further elevated our standards of care.

Orlando Health continues to advance systemwide care coordination through a range of strategic initiatives aimed at improving transitions of care, reducing readmissions and optimizing resource utilization across our hospital locations. These efforts reflect our commitment to delivering integrated, high-quality care that supports patients throughout the continuum. A key part of this work includes strengthening partnerships across direct hospital sites and aligning acute to post-acute care strategies. Among the many initiatives contributing to these outcomes, our collaboration with the Support Team for Aftercare and Resources (STAR) Outpatient Centers serves as one of several targeted approaches supporting patients post-discharge.

In the past year, we also focused on scaling our outpatient care management strategies across the network. By leveraging data-driven insights and empowering them through interdisciplinary collaboration, we have optimized workflows that allow for more personalized and efficient patient engagement. These improvements have not only increased operational efficiency but have also enabled our care teams to deliver more meaningful, patient-centered care experiences.

We also celebrated a major milestone with the expansion of our health system into two new regions: Central Alabama and Florida's East Coast. This growth marks a significant step forward in our mission to bring value-based care to more communities. We remain focused on aligning with providers in these regions who share common values, ensuring patients benefit from an elevated level of care that has become a hallmark of the network. Most encouraging, by forging these partnerships and bringing our proven value-based care models to these regions, we begin to pave the path toward a more seamless healthcare ecosystem in these regions, coordinating care for patients across all care settings.

As medical directors for the clinically integrated network, we are inspired by the dedication of our teams and the tangible outcomes of our shared vision. The strides we have made this year reaffirm our belief that innovation, when rooted in compassion and collaboration, can truly transform care delivery. Looking ahead, we remain committed to expanding our reach, deepening our partnerships and continuously evolving to meet the needs of our patients and communities. Together, we will continue to lead with purpose and provide exceptional care at every step in the patient journey.

Warmest Regards,

Ashley Dlugokienski, MD

Ashley Dlugokienski, MD

Stephanie Dietz, MD

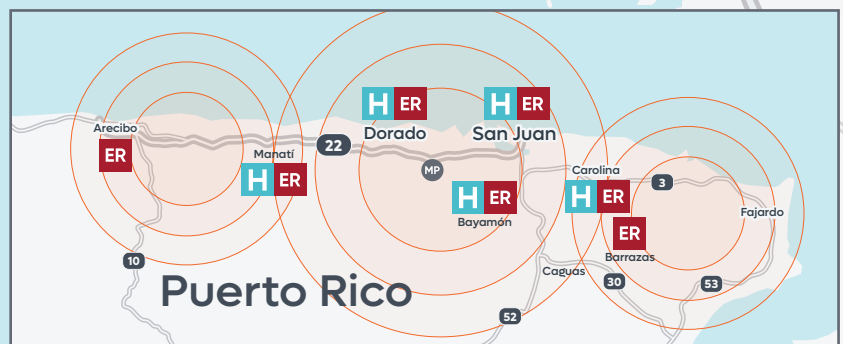
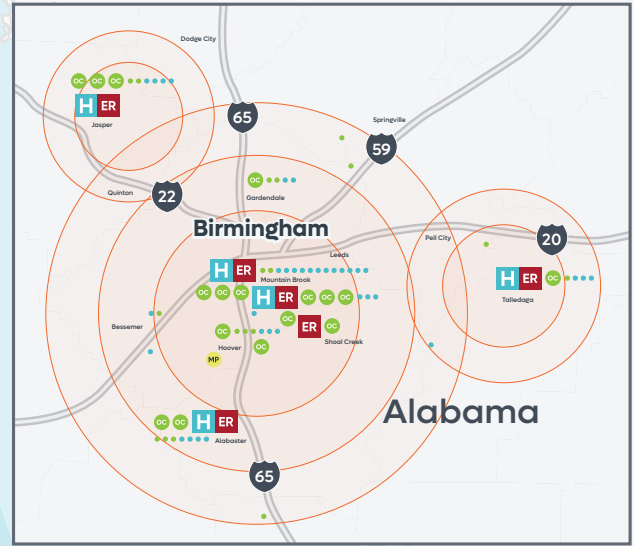
Stephanie Dietz, MD

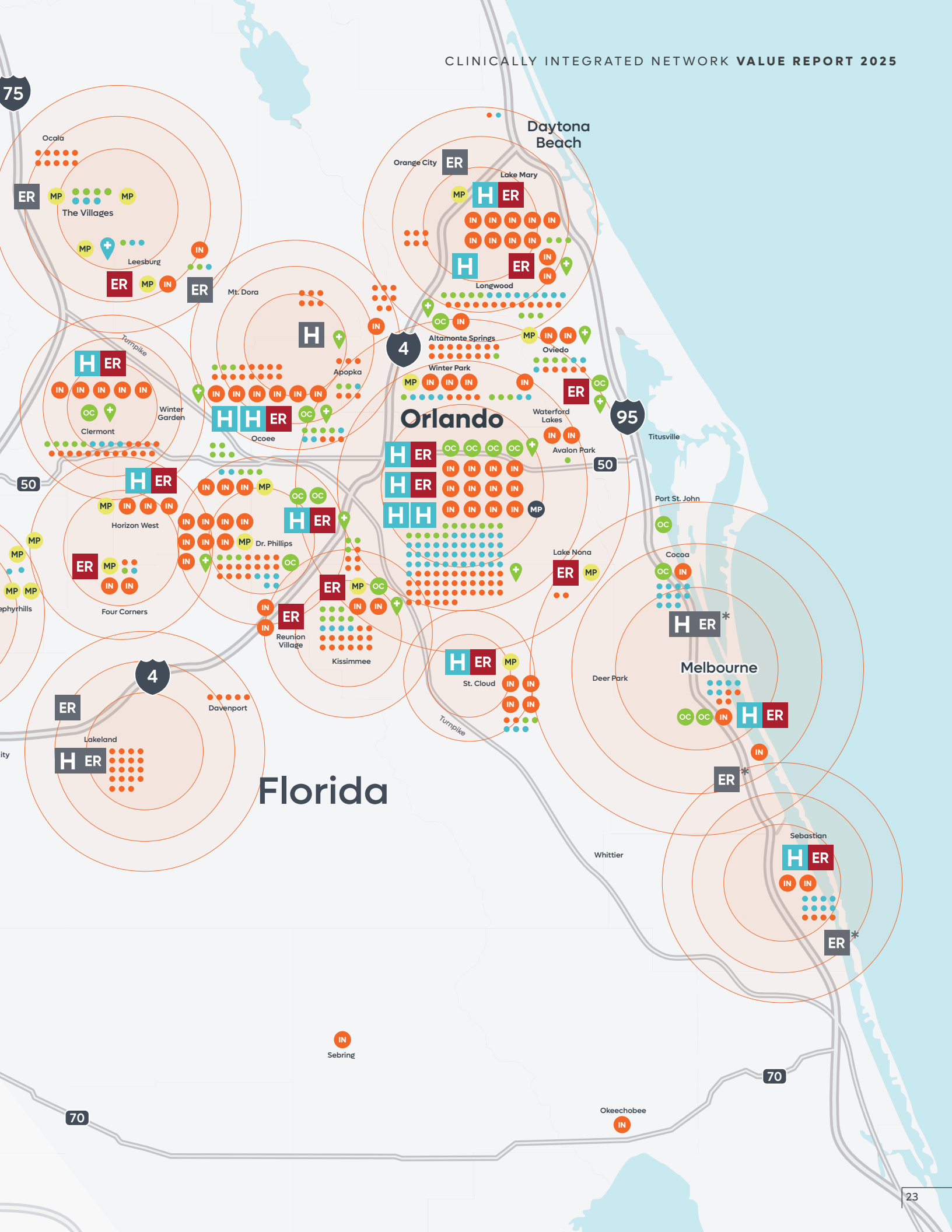


Network Map

-  Orlando Health Hospitals
-  ERs & Pediatric ERs
-  Outpatient Centers
-  Medical Pavilions
-  Institutes
-  Urgent Care Centers
-  Walk-in Clinics
-  Primary Care Practices
-  Specialty Care Practices
-  Community Physicians

-  Orlando Health Hospitals In Development
-  Free-Standing ERs In Development
-  Hospital or Free-Standing ER Locations Not Yet Announced
-  Medical Pavilions In Development





connect to health



For questions or comments, contact
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