

**Clinically  
Integrated  
Network  
Value Report  
2024**



# Letter from the Chairperson

Dear Fellow Network Colleagues,



I would like to start by introducing myself as Orlando Health Network's newest Board Chairperson. As I step into this role and present our annual Clinically Integrated Network Value Report, I am filled with both excitement and optimism for the future ahead. The network's journey has been nothing short of remarkable, and I am honored to continue the legacy established by my esteemed predecessor and personal friend, Erik Walker, MD.

With my background as a family medicine physician with Orlando Health Physician Associates, I have had the privilege of caring for patients for more than 20 years and am excited to further bring my knowledge and expertise to the network in this role. The healthcare landscape is shifting, forcing us to adapt and explore new and creative ways to care for the populations we serve. In this year's edition, we focus on those creative successes that the network has seen over the past year, ultimately advancing clinical outcomes and the patient experience of care.

Models of care delivery continue to rapidly advance. New programs, heightened expectations from employers and payers, and resource constraints – especially shortages in nursing, primary care and behavioral health – are pushing us to think differently. We have been forced to innovate to ensure exceptional patient care is the standard and not the exception. This is why our shared purpose that unites our extensive network of nearly 7,000 providers collaborating across diverse programs, payment models and populations, is our singular greatest asset. To deliver better value, we must challenge conventional norms. Since its establishment, our network has regularly exceeded quality care benchmarks compared to local, regional and national standards while simultaneously, and consequently, yielding tens of millions of dollars in savings annually since 2013.

Today, our network's clinical reach extends farther than ever, even beyond the already impressive 14 counties we serve in our local Central and West Florida markets. In the past two years, Orlando Health's footprint has now been expanded to Alabama and Puerto Rico, underscoring the system's commitment and unwavering dedication to patients, both domestically and abroad, as part of our extended community. That said, we are not just growing geographically, but also growing in impact made to the populations we serve. Notably, none of this would be possible without every individual who has contributed to our clinical integration journey.

## 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."

Your continued dedication fuels our progress, and we have seen several innovative models of care launch this year as a result, including:

- A new joint venture partnership with InnovAge, a Program of All-inclusive Care for the Elderly (PACE), designed to provide primary care, social, restorative and supportive services for elderly populations, focusing on treating the most complex, frail and elderly patients in our community through a holistic care model.
- The introduction of Orlando Health Network’s Practice Support Specialist team which has played a crucial role in helping patients schedule annual wellness visits and physicals, while also providing concierge-like pre-visit telephone calls to effectively complete necessary “prep work” before the office encounter. This effort has served to increase the use of primary care services while reducing provider documentation burnout and enabling the physician and patient to have additional face-to-face time during the appointment.
- The Support Team for Aftercare and Resources (STAR) Outpatient Center’s transitional care management (TCM) and medication disease management (MDM) programs which represent creative new ways of caring for our patients in the outpatient setting. The STAR Outpatient Center’s TCM program focuses on providing timely aftercare services to patients post-hospitalization, ensuring they have everything they need for a safe and successful recovery at home. In the MDM program, the clinic supports an integrated pharmacy model in which patients prescribed multiple, complex, difficult-to-administer and/or high-cost medications have access to an in-depth medication reconciliation and best-in-class medication regimen optimization services.
- An enhanced focus on new services and strategies through direct-to-employer relationships, including the development of wellness and prevention programs for new member organizations, as well as enhancements for longstanding partnerships with groups like Rosen Hotels, the School District of Osceola County and The Walt Disney Company.

Other remarkable initiatives will be emphasized throughout this report, which only provides a glimpse into all that is happening across the health system. This growth is only expected to increase as we strategically grow provider relationships, enter new markets and introduce new service offerings. Our impact knows no bounds with Orlando Health’s dedicated group of clinical and administrative leaders, and I know we will continue to find novel ways to deliver exceptional care by embracing creativity, challenging conventions and redefining healthcare. As we stand at the forefront of transformative change, I want to close by expressing my gratitude to all of you for your dedication and support. Our journey – marked by innovation and unwavering commitment – has brought us to where we are today and assuredly puts us on track for a better tomorrow.

Warmest Regards,



Martin Soto, MD  
Board Chairperson, Orlando Health Network

## Orlando Health Network

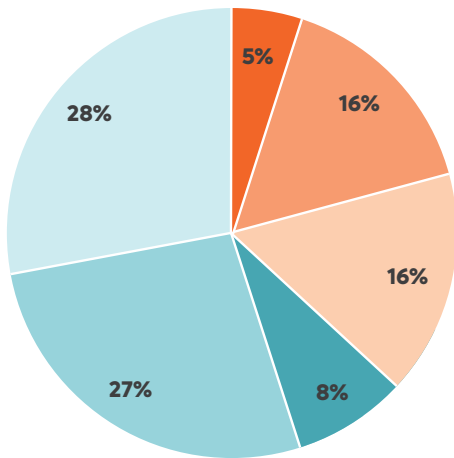
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# Network Performance

As the first established clinically integrated network in the region, Orlando Health Network has consistently led the market in performance since its inception in 2013. The network now includes nearly 7,000 dedicated physicians, advanced practice providers (APPs) and clinical professionals who provide care to more than 340,000 patients across Central Florida and West Florida marketplaces. Orlando Health Network has strategically aligned with providers and expanded its footprint in recent years, resulting in remarkable membership growth of over 500% in the past decade.

Notably, the network has generated more than \$495 million in aggregate savings for patients, payers, employers and taxpayers to date. These cost savings were made possible by leveraging some of the most cutting-edge technologies, including physician dashboards, point-of-care solutions and referral management tools. By utilizing this advanced technology, network physicians have been able to streamline their administrative tasks, make more informed clinical decisions and spend more time in direct patient care. All considered, this approach has enhanced provider performance, maximized clinic efficiency, reduced provider burnout and allowed for a more personalized patient care experience.

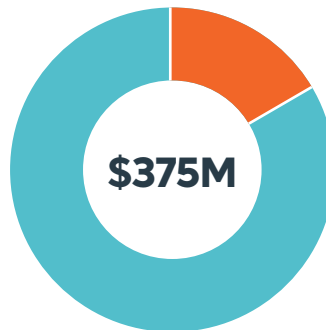
## OHN Provider Membership



- 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

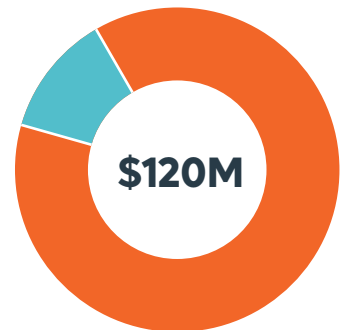
## Aggregate Network Savings Since Inception \$495 Million

### Senior Care Populations



- Orlando Health Network
- Florida Medical Clinic

### Commercial and Employer Populations



- Orlando Health Network
- Florida Medical Clinic



Quality Metric	OHN Performance	Target Performance
Breast Cancer Screening	80.9%	75.8%
Colorectal Cancer Screening	66.7%	66.0%
Child and Adolescent Well-Care Visits	73.2%	65.5%
Hemoglobin A1c Testing	85.8%	88.0%
Well-Child Visits 15-30 Months	97.5%	95.0%
<b>4 of 5 Eligible Metrics Better than Market Peers</b>		



Quality Metric	OHN Performance	Target Performance
Breast Cancer Screening	82.0%	80.0%
Colorectal Cancer Screening	69.0%	64.0%
Cervical Cancer Screening	77.0%	73.0%
Controlling High Blood Pressure	61.0%	56.0%
Antidepressant Medication Management - Acute Phase	76.0%	77.0%
Diabetes Care: Hemoglobin A1c Controlled	75.0%	65.0%
<b>5 of 6 Eligible Metrics Better than Market Peers</b>		



Quality Metric	OHN Performance
Breast Cancer Screening	6.4% Better Than Market
Diabetes Hemoglobin A1c 8.0% or Less	5.5% Better Than Market
Well-Child Visits	3.7% Better Than Market
Adolescent Well-Care	15.0% Better Than Market
Hypertension Blood Pressure Less Than 140/90	8.7% Better Than Market
Statin Compliance	14.7% Better Than Market
Advanced Imaging-Preferred Scans Per 1,000	27.0% Better Than Market
Emergency Room High-Utilizer Visits Per 1,000	8.0% Better Than Market
Potentially Avoidable Emergency Room Visits Per 1,000	8.0% Better Than Market
Emergency Room Ambulatory Care Sensitive Conditions Visits Per 1,000	7.0% Better Than Market
Emergency Room Visits Per 1,000	4.0% Better Than Market
<b>11 of 11 Eligible Metrics Better than Market Peers</b>	

**14**  
Locations  
Across  
Central Florida  
Counties

**340,000** Patient Lives

**2,900**  
Physician  
Practices

Nearly  
**7,000**  
Aligned  
Providers



# Direct-to-Employer Arrangements

## Disney Direct-to-Employer Arrangement

In 2017, Orlando Health joined forces with The Walt Disney Company to offer exemplary healthcare services to Disney's cast members and their families. Over the past seven years, this collaboration has expanded significantly, integrating a diverse array of programs and initiatives designed to minimize unnecessary healthcare costs, enhance quality outcomes and improve the overall patient experience.

Orlando Health Network works closely with the self-funded employer to provide an all-inclusive care model through its Orlando Health Disney Cast Advantage Plan that works like a health maintenance organization. In this medical benefit plan, the health system and the employer work together directly to achieve the mutual goals of enhancing healthcare quality for all subscribed members while also being good financial stewards of the plan to mitigate growing healthcare costs for its members.

Through multiple strategic and collaborative initiatives, spanning all care settings, disease states and covered geographies, the partnership has continuously delivered better outcomes for its aligned cast members and their dependents. To provide a few examples, co-developed clinical programs have been launched to tackle unmanaged diabetes, alignment on women's health goals has served to improve perinatal care and support, and multiple pharmacy-driven patient outreaches have served to optimize medication regimens while reducing member out-of-pocket costs, among many other initiatives.

Together, Orlando Health and The Walt Disney Company have also launched targeted initiatives aimed at reducing emergency room utilization, including a detailed marketing campaign designed to educate cast members on appropriate levels of care based on their medical needs. By raising awareness about urgent care options, primary care offerings with extended hours and other alternative healthcare options, such as telemedicine, the campaign seeks to guide members toward the most suitable site of care for their specific concerns. This effort helps to mitigate unnecessary healthcare spending for the member and the plan, as well as ensures patients receive timely and effective treatment tailored to their specific needs.

In addition to these myriad joint efforts, Orlando Health Network regularly focuses on patient education targeted at members with complex and chronic conditions, aiming to empower patients with a thorough understanding of their care plans, lifestyle adjustments and the importance of regular screenings and physician appointments. It is through these connections that Orlando Health Network fosters trust and engagement with patients to help longitudinally manage their care, moving away from what has traditionally felt like transactional care delivery for patients who have been in and out of various hospitals without dedicated care management support. This relationship to the patient is what has allowed for improved clinical outcomes while also driving an industry-leading net promoter score above 80 points, indicating exceptional patient experience and satisfaction.

**Net  
Promoter  
Score**

**81**



## Employers Health Network

Orlando Health has forged an exclusive market partnership with Employers Health Network (EHN) to introduce a comprehensive health plan alternative anchored by Central Florida's leading high-performance network – the Orlando Health Network. This strategic partnership positions EHN as a convener, fostering direct engagement with the healthcare system to elevate care quality and deliver substantial cost savings for affiliated members.

This collaborative partnership offers members a robust array of care coordination services, meticulously tailored to streamline navigation through the healthcare system and effectively manage their health conditions. These services are designed to provide comprehensive support, ensuring that members receive personalized guidance and resources to navigate their healthcare needs with confidence and efficiency. By facilitating seamless communication and proactive management, the partnership aims to enhance the overall health experience for all members.

In addition to these services, Orlando Health Network conducted a focused mail and call campaign aimed at actively connecting members with care coordination resources and providing tailored educational materials about their health conditions. The care coordination team works in collaboration with healthcare providers to offer members access to crucial community resources, personalized health education and seamless scheduling of follow-up appointments with primary care providers or specialists. This initiative underscores the commitment to empowering individuals with the necessary tools and support for effective health management and continuity of care.



## 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 seven years, ESP has worked closely with school districts, municipalities and private companies in a variety of ways. From high-performing networks and package pricing companies to onsite clinics and prevention and wellness programs, ESP offers a wide array of options for employer engagement.

Orlando Health is the principal health system partner for conveners and employers in Central Florida, with multiple high-performing networks. Its relationship with Centivo, Employers Health Network, Evolutions and Imagine Health enables employers to take advantage of strategic pricing and clinical efficiency. As a result, 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 and Westgate Resorts have all seen healthcare cost trends perform better than the rest of the market over the past several years. This year, ESP added Lake County Schools to its list of employers benefitting from an Orlando Health partnership.

One of the many offerings through ESP includes package pricing programs that combine facility and physician services into a single bundled rate. Orlando Health is the primary partner in Central Florida for several of these companies, including Carrum Health, Optum Spine and Joint Solutions and SurgeryPlus. Over the past five years, more than 1,500 patients have accessed Orlando Health through one of these initiatives, saving themselves and their employers hundreds of thousands of dollars. In the coming year, Orlando Health will add BariNet to this portfolio and will expand all programs to include its ambulatory surgery centers.

Prevention and Wellness is the newest addition to the ESP offerings, bringing a variety of education and coaching programs to the community. The Center for Health Improvement, an individual health coaching clinic originally established on the Orlando Health Horizon West Hospital campus, recently expanded to a second location near Downtown Orlando. This team delivers educational content to Seminole County Public Schools and Orange County Government employees under its Choose One banner. These virtual group coaching sessions have helped individuals and employers focus on healthy behaviors that can impact heart health, blood sugar and weight management. In the future, Orlando Health will combine these programs with direct primary care initiatives at onsite clinics for Seminole County Public Schools and City of Winter Park employees, enabling them to adopt healthier lifestyles.



# Clinical Transformation Initiatives

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## Support Team for Aftercare and Resources (STAR) Outpatient Centers

Orlando Health introduced the Support Team for Aftercare and Resources (STAR) Outpatient Centers in Fall 2023 as a strategic initiative to mitigate 30-day all-cause hospital readmissions. These centers, located on multiple Orlando Health hospital campuses, are dedicated to ensuring all patients have access to timely, effective and coordinated care. The STAR Outpatient Centers play a vital role in providing enhanced access to post-discharge follow-up visits, offering specialized medication management services and actively supporting the reduction of unnecessary emergency room visits. Committed to caring for all patients, the STAR Outpatient Centers are payer-agnostic, extending services to patients regardless of their ability to pay. Led by a dedicated Medical Director, Omar Qazi, MD, MHA, FACP, these centers boast a robust team comprised of advanced practice providers, nurses, care coordinators, pharmacists and skilled support personnel. Through a seamless blend of clinical expertise and community engagement, the STAR Outpatient Centers exemplify Orlando Health's unwavering commitment to patient-centered care.

The STAR Outpatient Centers have not only achieved key milestones but have done so with a touch of creativity and innovation. Established with a vision to provide accessible and effective healthcare for all, these centers have redefined the traditional model of care delivery. Their innovative approach ensures every patient, regardless of financial considerations, receives the necessary resources to maintain their health without needing to return to the hospital. Despite the sometimes significant clinical, nonclinical and social challenges faced by many of its patients, the STAR Outpatient Centers have excelled in delivering high-quality care, boasting a readmission rate nearly half that of the national average, while also demonstrating one of the highest patient experience ratings in the entire health system. These successes are not only a result of clinical expertise but also a testament to creative problem-solving and a commitment to finding new ways to meet patient needs.



Beyond transitional care management support, the STAR Outpatient Center's medication disease management (MDM) program helps to support patients prescribed to multiple, complex, difficult-to-administer and/or high-cost medications via its integrated pharmacy model. Through this service, patients have their medication regimen optimized in concert with their clinical care plan and coordinated social needs. By integrating physicians, pharmacists and care management team members together in this model, patients of the centers have access to a unique model of care that best positions them for improved clinical outcomes. The MDM program continues to have a growing impact with increasing patient referrals each month.

This past year, the STAR Outpatient Centers have worked to enhance and expand services and capabilities, including the launch of a telemedicine offering to enhance accessibility for patients who prefer virtual care or have limited access to in-person visits. Leveraging current offerings in transitional care management and MDM services, the centers have ambitious plans to unveil a spectrum of new diagnostic solutions, including point-of-care ultrasounds, point-of-care blood tests, inhaled nebulizer treatments, subcutaneous insulin treatments, hemoglobin A1c screenings, electrocardiograms and much more. The sites will also be equipped to offer intravenous medications such as fluids, antibiotics and diuretics. These forthcoming services are poised to widen access to comprehensive care by streamlining care pathways and ensuring smooth transitions between healthcare settings.

Looking beyond individual patient care, the overarching ambition of the centers is to become pillars of the healthcare system, seamlessly integrating care across all Orlando Health services. By maximizing the appropriate utilization of ambulatory services and aiming to reduce reliance on higher cost acute care alternatives, this effort to enhance overall healthcare accessibility and affordability is aligned with Orlando Health's mission to improve the health and quality of life of the individuals and communities we serve. The future of the STAR Outpatient Centers is bright, as they are positioned to play a pivotal role in lowering readmission rates, improving quality outcomes and increasing accessibility to care for all patients.



**Omar Qazi, MD, MHA, FACP**

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

At the STAR Outpatient Centers, we have the unique opportunity to strategically plan, expand and deliver services for patients in the post-acute setting. This initiative is not only pivotal in creating access to hospital follow-up care for patients, but also remains focused on connecting patients to providers and resources to ensure their ongoing care needs are met. Our focus remains clear on expanding operational capabilities to enhance support for patients transitioning from an acute level of care to the post-acute setting and, ultimately, preventing 30-day hospital readmissions by ensuring patients have everything they need to continue healing at home.

Our approach at the STAR Outpatient Centers goes beyond clinical treatment to prioritize the overall well-being of patients, acknowledging that health and quality of life depend on more than just medical interventions. This holistic strategy not only enhances patient outcomes but also significantly reduces healthcare costs. Thus, the STAR Outpatient Centers are instrumental in setting a new standard in patient-centered care.



## Readmission Reductions

In collaboration with various leaders and multidisciplinary departments throughout the health system, Orlando Health Network has been hard at work to develop new strategies to reduce 30-day all-cause hospital readmissions. Among these strategies includes streamlining patient engagement and communication, expanding the reach of the Support Team for Aftercare and Resources (STAR) Outpatient Centers, broadening Orlando Health Network care management efforts and launching new programs to address identified areas of opportunity. Identifying and minimizing avoidable readmissions increases the value that the health system can provide, both improving patient safety and quality of care.

### Patient Engagement

The health system as a whole is focusing efforts on readmission reduction strategies by finding new ways to standardize care pathways, improve patient communication and enhance patient outcomes. Specifically, to improve patient communication, the Patient Engagement Governance Committee was established. The charge of the committee is to evaluate and align both current and future patient communication initiatives to enhance the patient experience and uphold the highest standards of patient-centered care. The committee's primary goals and objectives include:

- **Content Standardization:** Establishing policies and protocols to ensure omnichannel messaging is aligned to brand standards and the most current evidence-based guidelines.
- **Messaging Regulation:** Developing aligned patient communication controls across the health system to reduce messaging fatigue and redundancy, including messaging from vendors and partners.
- **Customized Outreach:** Determining the best communication strategy for each individual patient, based on their unique persona and preferences.

Multidisciplinary teams across the health system have come together to support these efforts, including stakeholders from every major clinical and administrative area of the organization. Together, they are working to ensure that any and all communications are delivered with the right messaging (content), in the right way (channel) and, importantly, at the right time (cadence). This committee has a broad scope to improve all messaging across the health system, but the most near-term goals are centered on communications to optimize transitions of care efforts and ensuring resource availability for patients as they begin their acute care recovery beyond the walls of the hospital.

### Support Team for Aftercare and Resources (STAR) Outpatient Centers

The newly established STAR Outpatient Centers at Orlando Health provide transitional care services to patients post-hospitalization, collaborating closely with hospitals to ensure patients have everything they need for a successful transition to home. The principal goal of these sites is to reduce 30-day all-cause hospital readmissions by providing timely, effective and coordinated access to necessary stepdown care. The centers offer extended appointments with skilled physicians and advanced practice providers, in-house pharmacy services aiding in medication education and patient adherence and value-added care management services to connect patients to necessary community benefit organizations for their non-clinical needs. For more information, the STAR Outpatient Centers have a dedicated page about their remarkable growth and success, found on page 8.

### Care Management

Navigating the complexities of a health system can be difficult, but Orlando Health Network has a dedicated care management team comprised of registered nurse care coordinators, medical assistant care navigators and social workers who have the responsibility of providing coordinated care to patients, ultimately helping to guide them through their healthcare journey. This clinical team performs outreach to patients post-hospitalization to enroll them into transitional care management (TCM) programs designed to help patients optimally navigate the 30-day period following their hospital stay.

The care management team supports patients in a myriad of ways, including arranging follow-up appointments with providers, offering education regarding their conditions and/or disease states and answering questions that have surfaced after leaving the hospital. The team is also responsible for addressing new symptoms that may have arisen since the hospitalization and is equipped with the knowledge and skills to help the patient self-manage their new issues or coordinate the necessary care for patients to be seen by the appropriate healthcare professional. The team frequently addresses nonclinical issues as well and, in those instances, works to connect patients with community benefit resources to further support a seamless recovery at home. The TCM episode of care features multiple check-up calls to the targeted patient population to ensure recovery is on track and to avert all potentially avoidable hospital readmissions.

Several other programs and services are offered by the Orlando Health Network care management team, including the chronic care management (CCM) program targeted at patients with specific unmanaged conditions as well as the "tuck-in" program which is designed to assist patients with high utilization of either emergency rooms or observation units. These additional services are standalone episodes of care that the care management team may enroll patients in to support their varying care needs, or these programs may be launched in parallel to other episodes, such as the TCM program, to maximize clinical and nonclinical benefits for managed patient populations. Ultimately, by staying connected to patients, even beyond the walls of the health system's hospitals and clinics, the Orlando Health Network care management team provides an important service to its members to reduce unnecessary utilization and ensure the best care outcomes.



### Innovative Solutions

Orlando Health has launched numerous programs to reduce systemwide readmissions, many beginning as pilot initiatives to evaluate the effectiveness and scalability of the various interventions. Fortunately, several of these piloted programs have resulted in significant improvements, including one established in early 2024 which featured the creation of a brand-new position for the organization, known as the Hospital Support Specialist (HSS). The HSS personnel meet with patients at the bedside while they are still admitted to act in a concierge service capacity with three major focuses: (a) scheduling a timely, safe and effective outpatient transitional care visit prior to discharge, (b) enrolling patients in Orlando Health MyChart to ensure ongoing communication availability and extending educational opportunities once the patient has discharged and (c) collaborating with Orlando Health Scripts Pharmacy to maximize Meds to Beds program enrollment, whereby patients are discharged with a full supply of their necessary medications to prevent readmissions. HSS team members organize these critical functions through the collaboration with several multidisciplinary stakeholders – such as hospital nurses, inpatient care managers, attending hospitalists and consultants, and outpatient physicians – effectively bridging the gap between the hospital and outpatient settings. The introduction of this team aims to not only reduce readmissions by offering support during a challenging transitional period but also to enhance the overall patient experience.

### InnovAge

Orlando Health has established a new joint venture relationship with InnovAge, the leader in managing the care of high-cost, dual-eligible seniors through the nationally promulgated Program of All-Inclusive Care for the Elderly (PACE). Through this partnership, the two organizations will pioneer a new approach to senior care, redefining the landscape of aging through a more holistic and inclusive model, including integrated multidisciplinary teams, personalized care plans and state-of-the-art facilities.

At the heart of PACE lies a commitment to providing all-encompassing care, thereby enabling and empowering seniors to live independently with dignity and vitality. Through their dedicated teams of physicians, nurses, social workers, therapists, dentists, nutritionists, and many other skilled and compassionate professionals, Orlando Health and InnovAge will ensure every aspect of a senior's well-being is comprehensively planned for and managed. This approach serves to address traditional physical health issues in addition to emotional, social, mental, spiritual and economic aspects of health, fostering a holistic sense of wellness.

One of the hallmarks of PACE is its accessibility. With coverage provided under Medicare and Medicaid, most, if not all, of the care provided by InnovAge is provided at no cost to the participant seniors. Removing potential financial barriers to care serves to (a) equitably support seniors with varying socioeconomic backgrounds and means, (b) invest in broad community well-being via high-quality, accessible care services and (c) mitigate unnecessary spending of valuable taxpayer dollars used for the Medicare and Medicaid programs via a wholly coordinated model of care.

As the largest PACE organization in the country, InnovAge serves thousands of seniors across six states, with a commitment to expanding its reach to meet the growing demand for quality senior care. With a focus on scalability and innovation, Orlando Health excitedly entered this partnership, opening the first co-branded center in Central Florida in Spring 2024 with the hopes of transforming the landscape of senior care. This site serves as a dynamic hub for support, offering thousands of seniors in the community an alternative to traditional nursing or assisted living facilities. The program's mission is clear: Empowering seniors to age independently in their home and surrounding community for as long as possible. Together, Orlando Health and InnovAge are helping seniors live happier, healthier lives through this innovative and meaningful program.



# Technology

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## Value-Based Performance Management

Orlando Health Network's commitment to delivering high-quality care is evidenced by its most recent technological undertaking as the organization seeks to implement the newest population health module within Epic, the comprehensive health record, known as Value-Based Performance Management (VBPM). By implementing VBPM, Orlando Health will be among the very first cohort of health systems worldwide with this expanded reporting and patient management platform, marking a significant step forward as the system ventures to expand its value-based care efforts.

This initiative represents a marked investment in the comprehensive health record, enabling greater management tools to support value-based contract performance. The VBPM application itself brings with it a comprehensive suite of tools which will enable clinical and administrative users the ability to monitor, analyze and improve key performance metrics across various aspects of healthcare delivery. Some of the most notable capabilities stakeholders will benefit from include, but are not limited to, the following:

**1. Quality Monitoring:** Orlando Health's VBPM rollout will include the ability to track, trend and improve nearly 60 certified Healthcare Effectiveness Data and Information Set (HEDIS) measures along with multiple customized payer-specific quality indicators. Users will have options to toggle unique health plan adjustments and apply best-practice benchmarks by line of business to understand performance opportunities and drive improvements.

**2. Expenditure Analytics:** The new application will provide expanded insights into per member per month (PMPM) and aggregate spending patterns, as well as identify areas of potential overutilization, alternative site of care cost optimization opportunities and out-of-network analytics to specialty-specific and geography-specific leakage.

**3. Utilization Management:** Through this system enhancement, VBPM will better identify avoidable emergency room visits, preventable admissions and readmissions, and proactively identify patients at-risk for unnecessary healthcare overutilization.

**4. Medication Adherence:** VBPM includes Pharmacy Quality Alliance medication adherence metrics which will aid in evaluating and improving medication adherence among patient populations, ensuring better health outcomes with more timely, complete and accurate reporting against industry-standard goals.

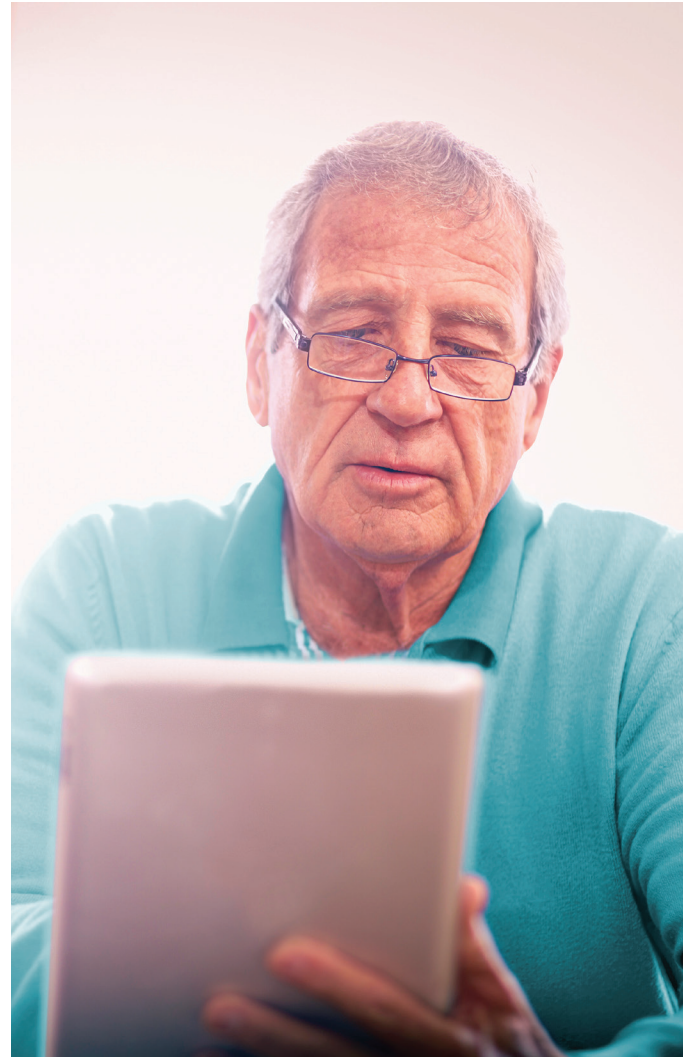
Orlando Health's VBPM implementation heralds a new era of value-based care management and reporting, characterized by enhanced performance monitoring, analytics and decision support. With a focus on improving value-based contract performance, VBPM equips healthcare stakeholders with the tools and insights needed to drive meaningful change and deliver high-quality, cost-effective care. As the healthcare landscape continues to evolve, Orlando Health Network remains steadfast in its commitment to innovation and excellence, positioning itself at the forefront of value-based care delivery.

## Orlando Health Remote Patient Monitoring Services for Congestive Heart Failure

Orlando Health continuously invests in advancing telehealth technologies through innovative solutions designed to provide exceptional, convenient care for patients. Remote patient monitoring (RPM) services are offered to congestive heart failure (CHF) patients and continue to be a cornerstone of high-quality, patient-centered care. This service allows CHF patients to engage in health management directly from their home. Utilizing advanced technology, a centralized clinical team can monitor vital signs and health metrics in real-time, allowing for prompt interventions and personalized care plans tailored to each patient.

The health system has witnessed remarkable outcomes for patients enrolled in the CHF RPM program, with a readmission rate of just 3%. This achievement underscores Orlando Health's commitment to improving patient outcomes, reducing hospital readmissions and enhancing overall patient satisfaction. RPM services enable continuous health oversight, the proactive management of care and more seamless communication between patients and their care teams, hence providing the comprehensive support needed to manage CHF effectively.

The remote patient monitoring program supports patients with daily monitoring of key health indicators such as weight, blood pressure, heart rate and oxygen levels. By detecting early signs of potential complications, Orlando Health providers can intervene promptly, adjusting treatments and providing necessary guidance to prevent exacerbations. This continuous loop of feedback and intervention helps maintain patients' health stability and prevents unnecessary hospital visits. Patients benefit from the convenience and comfort of managing their condition at home while knowing they have a direct line of contact to their care team. The dedicated team of nurses collaborates intimately with patients, providing education on how to manage health conditions effectively, ultimately ensuring patients understand their health and take necessary actions to stay healthy.



## Orlando Health After-Hours Triage Services

Orlando Health's after-hours triage services exemplify the health system's commitment to providing comprehensive care by offering patients from outpatient and clinically integrated network practices access to professional medical advice and support when they need it most. Through an advanced telephonic triage system and evidence-based protocols, patients can connect with experienced nurses who provide timely guidance and care coordination during evenings, weekends and holidays.

After-hours triage services are designed to reduce unnecessary emergency room visits, ensure continuity of care, minimize direct calls to providers and offer patients reassurance regarding their health management. Orlando Health has demonstrated great success with this initiative, with the after-hours triage services team directly handling 90% of calls received from patients, only requiring escalation to an on-call provider the remaining 10% of the time. Through this program, patients are afforded expert counsel for symptom management, gain a deeper understanding of their therapeutic alternatives and are empowered to make well-informed healthcare decisions, all in the ease of their own home, at a time that is convenient for them.



# Expansions and Growth

## Brookwood Baptist Health – Baptist Health

With roots extending nearly a century, Brookwood Baptist Health is a private, not-for-profit faith-based system dedicated to providing high-quality, accessible healthcare for the citizens of Central Alabama. It includes Alabama’s largest primary care network.

The network’s community of care includes five acute care hospitals and more than 1,700 licensed beds, 58 primary and specialty care clinics, approximately 2,600 affiliated physicians and more than 6,100 team members. The network also offers a free-standing emergency room, one of the first of its kind in Alabama, providing hospital-level emergency services. Brookwood Baptist Health is actively involved in community outreach and education, providing health screenings, wellness programs and support groups to advance wellness for the entire community.

As part of Orlando Health, Brookwood Baptist Health will advance in providing innovative and compassionate patient care, strengthening the mission to improve the health and quality of life of the individuals and communities we serve.



## Groundbreaking for Orlando Health Children’s Pavilion

The Orlando Health Children’s Pavilion is a \$160 million endeavor that will bring more than 30 pediatric specialty services under one roof. Overlooking Orlando’s Lake Beauty Park on the downtown Orlando Health campus, the six-story children’s pavilion will encompass 189,000 square feet of space dedicated to the treatment of children. In addition, clinical space in the Children’s Pavilion was designed with ultimate flexibility in mind, allowing not only to meet the needs of today, but for years to come.

The new facility will serve as an essential link between the time a patient spends in the hospital and the follow-up care needed, marking a major milestone for Orlando Health and the community. This specialized facility offering multidisciplinary care will allow for collaboration as it enhances access for families who must currently travel to multiple locations for quality pediatric care.

## Orlando Health Medical Pavilion at Institute Square – St. Petersburg In Development

Orlando Health Bayfront Hospital is building a new medical pavilion that will be a technologically advanced facility offering world-class care to the Tampa Bay region and beyond. Specialties will feature cancer care, orthopedics and additional services.

Women’s care will be provided in the distinctive Women’s Pavilion, which will also be located on the institute square site. 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 with access to various specialty providers in one location.

## Florida Medical Clinic Orlando Health

Orlando Health has joined forces with Florida Medical Clinic, rebranding the established 30-year-old multi-specialty physician network as Florida Medical Clinic Orlando Health. Florida Medical Clinic Orlando Health is one of Central Florida’s most comprehensive healthcare networks, enhancing care and improving access for residents throughout Hillsborough and Pasco counties. The new Florida Medical Clinic Orlando Health will offer patients access to more than 380 physicians and medical providers representing 34 medical specialties in 55 locations, including two urgent care centers and supported by more than 2,000 team members.



## Orlando Health Lake Mary Hospital In Development

This new facility will include two six-story towers, home to a state-of-the-art acute care facility with labor and delivery services, six operating rooms, three catheterization labs, dining, a chapel, a pharmacy, and imaging and laboratory services. The facility will open with 125 hospital beds in phase one, with future space for up to 240 beds. The new facility is being built contiguous with the existing Orlando Health Emergency Room – Lake Mary and across from the Orlando Health Medical Pavilion – Lake Mary. The new hospital is scheduled to open in early 2025.



## Orlando Health Neuroscience Institute Opens

The brand-new Orlando Health Neuroscience Institute facility in the heart of the downtown Orlando Health campus is designed to serve patients throughout the southeastern United States. The newly opened three-story medical office building is 45,000-square-feet and houses neurology, neurodiagnostics, neurosurgery specialists, interventional pain management and rehabilitation, among other services. The institute offers highly specialized experts as well as education for a diverse range of neurological disorders, including epilepsy, multiple sclerosis (MS), muscular dystrophy, Alzheimer’s disease, Parkinson’s disease and all types of spinal disease. The multidisciplinary team includes more than 45 physicians and 20 advanced practice providers who offer next-level treatments and technology tailored to patients’ unique needs.

# Orlando Health Spotlight Awards and Recognitions



## U.S. News & World Report 2024-2025 High Performing Hospitals

U.S. News & World Report has recognized Orlando Health among the nation's Top 50 programs in two adult specialties for 2024-2025. With the addition of cardiology, heart and vascular surgery ranked at number 47, and diabetes and endocrinology, ranked at number 45, there are now six Top 50 programs across the healthcare system. This is the second consecutive year Orlando Health has ranked in the Top 50 for cardiology and is the only healthcare system in the Orlando Metro Area to receive that designation.

Additionally, Orlando Health Orlando Regional Medical Center, Orlando Health South Seminole Hospital and Orlando Health Dr. P. Phillips Hospital were recognized as high performing on a national level in specialties including gastroenterology and gastrointestinal surgery, geriatrics, pulmonology and urology. These three hospitals also ranked high in the community hospitals classification, performing well in 11 common adult procedure and condition categories.

Orlando Health is also ranked in the Top 50 for the following specialties: neonatology (number 49), pediatric diabetes and endocrinology (number 34), pediatric orthopedics (number 45) and pediatric pulmonology and lung surgery (number 50).

Orlando Health Arnold Palmer Hospital for Children has been ranked a "Best Children's Hospital" by U.S. News & World Report for 15 years consecutively. In addition, for 2024-25 Orlando Health Arnold Palmer ranked in the top 50 for five specialties: diabetes and endocrinology, neonatology, neurology and neurosurgery, pulmonology, and behavioral health. U.S. News, together with RTI International, a North Carolina-based research and consulting firm, collected and analyzed data from 119 children's hospitals and surveyed thousands of pediatric specialists to determine awards. Children's hospitals awarded a "Best" designation excel in areas such as clinical outcomes, level and quality of hospital resources directly related to patient care, and expert opinion among pediatric specialists.

## Three Orlando Health Hospitals Designated as 2023 Top Hospitals by Leapfrog

Three Orlando Health hospitals were named as 2023 Top Hospitals by the Leapfrog Group, an independent nonprofit organization committed to driving quality, safety and transparency in the United States healthcare system.

Top Hospitals are recognized for having better systems in place to prevent medication errors, and to support safer surgeries and lower infection rates, among other commendable qualities. The recognition is widely acknowledged as one of the most competitive awards American hospitals can receive.

Orlando Health Orlando Regional Medical Center (ORMC) and Orlando Health South Seminole Hospital have earned Top Hospital awards, placing them among the 75 Top Teaching hospitals. Orlando Health – Health Central Hospital has also been recognized as one of the 34 Top General Hospitals.



### Orlando Health Earns Top Score for Digital and Innovation Feats from Three Healthcare Leaders

Orlando Health has earned the highest ranking from three internationally recognized healthcare technology associations for innovative digital transformation of its healthcare system.

CHIME awarded Orlando Health a Level 10 in acute and ambulatory services, recognizing their use of advanced technologies to enhance patient safety and outcomes. HIMSS designated Orlando Health as a “Stage 7” organization, highlighting their leadership in comprehensive health record adoption and high-quality patient care. Epic’s Gold Stars Award at Level 10 placed Orlando Health in the top 4% among over 600 healthcare organizations, supporting improvements in clinical and financial outcomes.



### Orlando Health Recognized Among USA Today Top Workplaces

Orlando Health won the Top Workplaces USA Today Award for 2024. This award recognizes organizations that create positive work environments, foster team member satisfaction and promote a sense of community within their teams. Ranking number 33 out of 100 organizations nationwide with 2,500 team members or greater, Orlando Health was recognized as the second-highest ranked employer classified in the Hospitals and Health Systems industry sector and the top-ranked health system in Florida.



### Fortune Names Orlando Health as One of America’s Most Innovative Companies

Fortune named Orlando Health as one of America’s Most Innovative Companies for 2024. Orlando Health was selected as one of only 200 companies in the United States named to the list based on product innovation, process innovation and innovation culture.



### Newsweek Names Orlando Health as One of America’s Greatest Workplaces

Orlando Health has been recognized on the Newsweek list of America’s Greatest Workplaces for 2024. Orlando Health was selected as one of the 1,500 America’s Greatest Workplaces. This distinction is based on a large-scale independent survey of employees from companies with a workforce of at least 500 people, as well as reviews from over 250,000 employees across various industries.



### Five Orlando Health Hospitals Receive Leapfrog ‘A’ Grades for Patient Safety

Orlando Health South Lake Hospital earned its twelfth consecutive “A” grade from the Leapfrog Group, an independent nonprofit organization committed to driving quality, safety and transparency in the United States healthcare system. Additionally, Orlando Health Orlando Regional Medical Center (ORMC), Orlando Health Dr. P. Phillips Hospital, Orlando Health – Health Central Hospital and Orlando Health South Seminole Hospital also earned “A” grades for patient safety in the Spring 2024 reporting period.



# Network Care Experiences

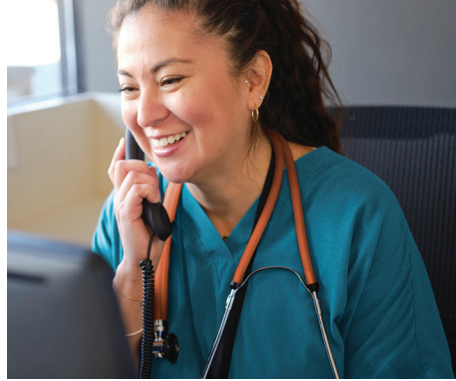
## Shining Stars

An Orlando Health Network (OHN) care coordinator was assisting a patient who was discharged home from the emergency room with a fractured wrist. During the hospital follow-up call, the patient reported experiencing severe pain in his wrist and persistent swelling, with the pain radiating through his right arm. Despite being informed of an impending prescription for pain management upon discharge, the patient was left without medication as his local pharmacy did not receive the prescription. The patient expressed frustration with this situation to the care coordinator, indicating his intention to return to the emergency room. In response, the care coordinator acknowledged the patient's frustration and emphasized the importance of addressing his pain promptly. The care coordinator offered immediate assistance in connecting him with a physician to manage his pain effectively, thereby circumventing the need for another emergency room visit or additional travel. The care coordinator reached out to the patient's primary care provider (PCP) for a prescription but was unable to receive a timely response amid busy clinic hours. Recognizing the urgency of the situation, though, the care coordinator then contacted the Support Team for Aftercare and Resources (STAR) Outpatient Center to inquire about a same-day appointment option. The team promptly responded, offering a virtual appointment that same afternoon. Upon informing the patient about the STAR Outpatient Center, he agreed to the virtual visit without hesitation. Though the virtual visit process was relatively new, the care coordinator, with support from the STAR Outpatient Center team, guided the patient through each step of logging in. The care coordinator remained on the phone until the STAR Outpatient Center initiated the call, ensuring a seamless transition. Thanks to the collaborative efforts of the care coordinator and the STAR Outpatient Center team, the patient was able to discuss his concerns with an Orlando Health physician and receive his necessary prescription, which was promptly sent to his pharmacy within the hour. This timely concierge service ultimately helped the patient avoid a visit to the emergency room.



### Dual Destination Dash

A patient treated for multiple acute medical conditions was discharged to recover at home, at which time his assigned OHN care coordinator initiated an outreach to check on his overall health and ensure everything was in place for a safe and speedy recovery. The wife of the patient answered the call and stated her husband was doing well, walking and following instructions as provided in the after-visit summary. During this call, however, the OHN care coordinator recognized that the patient had inadvertently scheduled both his specialist follow-up and an appointment at the STAR Outpatient Center within just an hour of each other on the same day; this presented a problem as the two offices were several miles apart and the estimated drive time between the sites would assuredly mean the second appointment would be missed. Recognizing this logistical issue, the care coordinator worked with the patient to change the second appointment to the more proximate STAR Outpatient Center on the downtown hospital campus, as it was just minutes from his planned specialist appointment. The patient was thankful and agreed to the adjustment, allowing him to make both appointments with ease and mitigating the potential burden of having to make multiple trips on separate days. Both the patient and his wife were extremely appreciative of the support from the care coordinator as they navigated the health system.



### Every Step of the Way

A patient was discharged from an Orlando Health hospital to a skilled nursing facility (SNF). Shortly after discharge, an OHN care coordinator reached out to the family to ensure a smooth transition. The family expressed concerns about missing information regarding the patient's testing and dietary recommendations at the SNF. Recognizing this gap in care, the care coordinator promptly contacted the facility nurse, providing necessary details and addressing the family's worries thoroughly. Two weeks later, when the family sought further clarification on the discharge plan from the SNF, the care coordinator stepped in yet again. Working closely with the SNF social services director, they jointly developed a detailed plan tailored to the patient's needs, easing the family's concerns and ensuring a seamless transition of care back home. The care coordinator's involvement did not stop there. When the family expressed interest in exploring potential hospice care options, the care coordinator provided comprehensive information on hospice services and facilitated direct contact with an in-network hospice partner. Through careful coordination and communication, the care coordinator ensured that the patient's family felt supported and informed throughout the process. This dedication culminated in arranging a visit from an intake nurse to the patient's home, offering invaluable guidance and support during this difficult stage of the patient's care journey.



### Dosage Dilemma Solved

An Orlando Health Network care coordinator contacted a patient after his recent stay at an out-of-network hospital. The patient shared that he was confused because nobody was able to explain his discharge instructions to him before he left the hospital, and the doctor had made changes to his medications that he did not understand. The care coordinator stepped in to assist the patient and went over each of his medications with him one-by-one, outlining which medications should be started and the doses of each that should be taken. During the discussion, the care coordinator realized that the patient was planning to take two medications at the same time, resulting in a dosage that was too high and could have had adverse effects for the patient. She then took the time to explain the different drug categories to the patient so he could better understand what each medication is used for and why the physician made changes to his medications. The patient was very relieved to better understand his medications and was thankful that the nurse was able to catch the medication error before it was made.



# Network Provider Feedback



## **Maria Bello, MD**

Orlando Health Medical Group FHV Health  
Family Medicine  
OHN Member Since 2022

Orlando Health Network truly represents a transformative approach to healthcare delivery, emphasizing collaboration, communication and a patient-first philosophy. OHN strives for coordinated, high-quality and tailored patient care. This helps to minimize redundancies, reduce the risk of errors and enhance efficiency, ultimately leading to better patient outcomes. As a provider, the resources, training and collaborative opportunities I receive are incredible.

OHN empowers healthcare providers to deliver high-quality care. This support fosters a culture of continuous improvement and innovation, enabling providers to stay current with best practices and emerging medical advancements. In turn, this leads to more effective and efficient care delivery, benefiting both patients and providers. I am grateful to be part of OHN, a unique collaboration that brings together a diverse array of healthcare providers, all dedicated to enhancing patient care through coordinated efforts and shared expertise.



## **Sanjay Mehra, MD**

Loop Pediatrics  
Pediatrics  
OHN Member Since 2021

Being a member of Orlando Health Network has greatly enriched my professional journey by providing access to a comprehensive array of resources and steadfast support from the esteemed Orlando Health system. This affiliation has not only broadened my clinical capabilities but also facilitated meaningful connections, fostered collaborative partnerships and contributed to my ongoing professional development. Working alongside dedicated colleagues who share a devoted commitment to delivering exceptional care has further reinforced my dedication to patient well-being and clinical excellence.



## **Adam Praver, MD**

Praver Medical Group  
Family Medicine  
OHN Member Since 2021

Orlando Health Network's partnership has enhanced my practice, especially as it relates to transitions from the hospital to the next level of care. OHN partners with my team to tailor interactions guaranteeing effective communication with our patients and identifying those in need of assistance, all while maintaining the smooth functioning of our daily operations. The resources provided, the information systems and the collaboration with OHN's registered nurse care coordinators allows me to improve outcomes and reduce readmissions for my patients. Being a part of OHN is all about providers coming together around patient care.



## **Brad Von Edwins, DO**

Middleton Pediatrics  
Pediatrics  
OHN Member Since 2021

One of the most impactful benefits of being a part of OHN is reliable access to a comprehensive network of specialists and resources. This integration allows us to collaborate seamlessly, ensuring that our patients receive the most effective and timely care. The network's focus on value-based care has significantly improved cost management. By emphasizing preventive care, we can reduce hospital admissions and unnecessary emergency room visits, ultimately lowering healthcare costs for our patients and the system.

Most notably, being part of this network provides unwavering support and continuous education, keeping us updated with the latest advancements in medical practice and patient care protocols. This not only enhances our professional growth, but also translates into improved care for our patients. Overall, the clinically integrated network fosters a culture of collaboration and excellence. I am proud to be part of a network that prioritizes patient care, cost efficiency and continuous improvement in healthcare delivery.



# Letter from the Medical Directors

Dear Network Friends and Colleagues,

We are excited to share and contribute to the progress and achievements within Orlando Health Network's continuous pursuit of innovation and creativity. As the Medical Directors, we are eager to discuss the initiatives implemented that showcase the network's unwavering commitment to transforming patient care.

To start, we are particularly proud to highlight our collaboration with Omar Qazi, MD, MHA, FACP, the Medical Director of the Support Team for Aftercare and Resources (STAR) Outpatient Centers and the successes these centers have seen to date. The STAR Outpatient Centers have established innovative patient care pathways, improved access to care for patients post-discharge, enhanced medication management services and effectively reduced unnecessary emergency room visits. The centers have proven successful in coordinating care delivery, boasting the health system's best outcomes for all-cause hospital readmission reductions across all populations.

Over the past year, the Orlando Health Network has been dedicated to introducing innovative approaches and fostering interdisciplinary collaboration to benefit our patients. By revamping our outpatient care management workflows, we have paved the way for more efficient delivery of care for the patients we serve. These collaborative efforts have streamlined operations and increased our capacity to engage patients creatively and effectively. By continually refining the network's approach to care delivery, we aim to ensure every patient receives the highest level of care and support during their recovery and while navigating our health system.

Within the broader health system, we are actively working with multidisciplinary teams to enhance patient care as well. These initiatives include developing comprehensive post-acute care protocols and implementing emergency room diversion strategies with alternative sites of care pathways. By collaborating closely with the various inpatient teams, we are refining workflows to enhance the patient experience upon discharge and ensure patients leave our facilities with everything they need to continue healing, including having their follow-up appointments already scheduled, knowing how to use MyChart to engage with their clinical teams and having their medications in-hand before they head home.

We are proud to showcase the remarkable strides Orlando Health has made in advancing patient care through innovation and collaboration. Having served as Orlando Health Network's medical directors for several years now, we have seen firsthand the transformative impact of our network's initiatives aimed at enhancing care management and patient engagement. Moving forward, we remain dedicated to expanding our reach to ensure every patient receives the highest standard of care. In collaboration with the dedicated teams at Orlando Health, we look forward to continuing to lead healthcare innovation and providing exceptional patient experiences.

Warmest Regards,

Ashley Dlugokienski, MD

*Ashley Dlugokienski, MD*



Stephanie Dietz, MD

*Stephanie Dietz MD*



# Network Map

**H** Orlando Health Hospitals

**ER** ERs & Pediatric ERs

**H** Care at Home

**OC** Outpatient Centers

**MP** Medical Pavilions

**IN** Institutes

**+** Urgent Care Centers

**+** Walk-in Clinics

**📍** Cardiology Practices

**📍** Orthopedic Practices

**●** Primary Care Practices

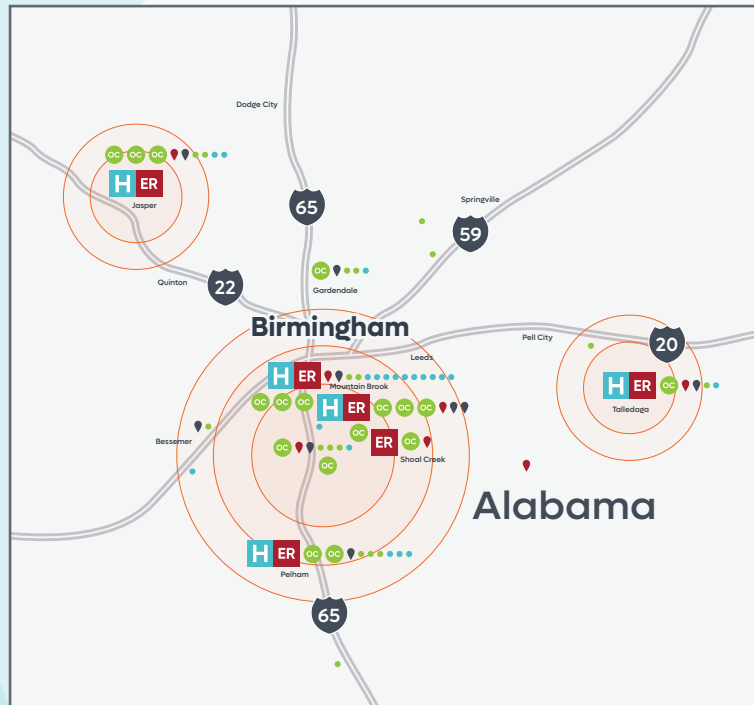
**●** Specialty Care Practices

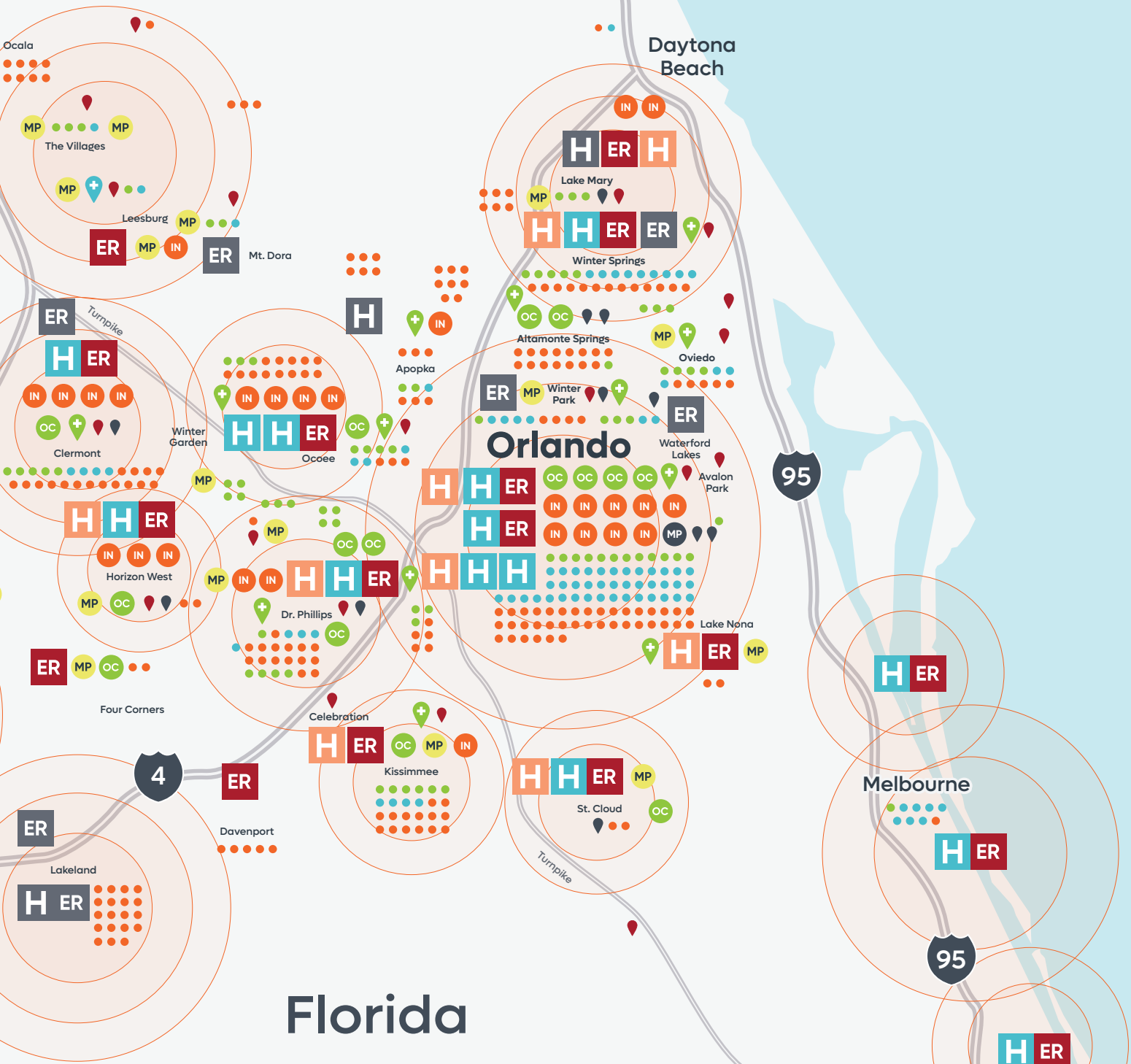
**●** Community Physicians

**H** Orlando Health Hospitals In Development

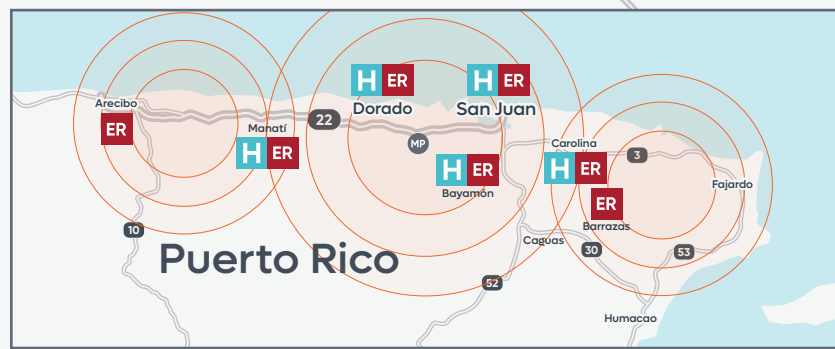
**ER** Free-Standing ERs In Development

**MP** Medical Pavilions In Development





# Florida



connect to health

