

Clinically Integrated Network Value Report 2022



Letter from the Chairman

Dear Friends and Network Colleagues,



I am delighted to share with you our annual Clinically Integrated Network Value Report, which highlights the success of our network over the past performance year. I trust you will find this year's report to be as bright and captivating as Orlando Health's new corporate visual identity, as we share the success of our network providers, our numerous ongoing clinical initiatives, the myriad innovative programs and partnerships we have formed, and the exciting expansion of our health system.

As you can see, this edition of our annual report looks and feels a little bit different than past iterations as we seek to create a new look that is unique to our system and strengthens our brand recognition. The goal of this new brand is fundamentally aligned with the philosophy of our network – that is, to create a long-lasting impact on our patients, providers and partners as we implement changes that will carry us forward for years to come.

Today, Orlando Health Network (OHN) and Bayfront Health Network (BHN), our clinically integrated networks servicing the central and western Florida marketplaces, respectively, represent the largest and highest performing networks in our region with more than a quarter million lives under management in various value-based arrangements across 13 counties. The network includes more than 5,700 active multispecialty providers who have worked together to improve the quality of care provided to our patients resulting in more than \$160 million in cost savings since the founding of our network.

Much like our inspiring new brand identity, OHN has had many colorful happenings and launched several noteworthy initiatives this past year, including:

- The development of our Network Performance Committee which advises the OHN Board of Directors of both broad and focused quality, operational, financial and risk management improvement opportunities across our value-based arrangements and provider network
- The improvements made to our care coordination model, leveraging our state-of-the-art technologies to automate patient screening, patient stratification and case assignment, thereby enabling our Care Navigators and Care Coordinators to engage with patients more productively
- The deployment of new bundled payment care management initiatives, focused on coordinating patient care journeys across multiple stakeholders in an effort to comprehensively manage various episodes of care with appropriate care transitions and skilled nursing facility utilization

- The implementation of an updated high-value post-acute care network using enhanced performance metrics to compare partner organizations to program targets and peer benchmarks, allowing the network to better support patients across the continuum of care post-hospitalization
- The execution of our exclusive direct-to-employer renewal agreement with The Walt Disney Company, enabling us to continue our important partnership to provide the highest quality, most cost-effective care to Cast Members and their families

Considerable accomplishments have already been made, and we are eager to see what is in store for the network in the years ahead as our geographic footprint continues to grow and our clinical capabilities are ever-expanding. In this report, we hope to emphasize all of the marked achievements made this past year in our value-based care journey, even if these feats represent only a fraction of the progress we have seen through nearly a decade of our efforts to purposefully move toward transformational value.

OHN has been hard at work developing new and innovative opportunities to provide the right care, at the right time, in the right setting. Our patients are at the heart of our organization, inspiring the most meaningful part of what we do every day. The providers in this network impact these patients in astonishing ways that allow us to produce a level of care that goes above and beyond what most would call the standard. None of this would be possible without the commitment of our providers and the remarkable work we all put forth together that makes Orlando Health a leader in our market.

To my fellow physicians and clinical peers, without you, there is no us, and we are grateful to have a health system rooted in the common mission of making every patient experience an outstanding one. It is genuinely an honor to work alongside you, and I want to personally extend my gratitude for your dedication and compassion toward our patients. We appreciate the work you do and thank you for your participation in our network and your continued commitment to our shared value-based goals.

Humbly Yours,



Erik C. Walker, MD

Board Chairman, Orlando Health Network

ORLANDO HEALTH

Orlando Health Network

Medicare Shared Savings Program.....	4
Orlando Health Team Member Health Plan.....	6
Commercial ACO Performance.....	7
Disney Direct-to-Employer Arrangement.....	8
Bundled Payments for Care Improvement – Advanced.....	10
Comprehensive Care for Joint Replacement	12
Network Updates	14
Emerging Partnerships	16
Clinical Transformation Initiatives.....	17
Technology	20
Orlando Health Spotlight.....	22
Orlando Health Institutes.....	24
Expansions and Growth	28
Network Care Experiences.....	30
Letter from the Medical Director.....	31
Network Provider Feedback	32
Network Map.....	34

Bayfront Health Network

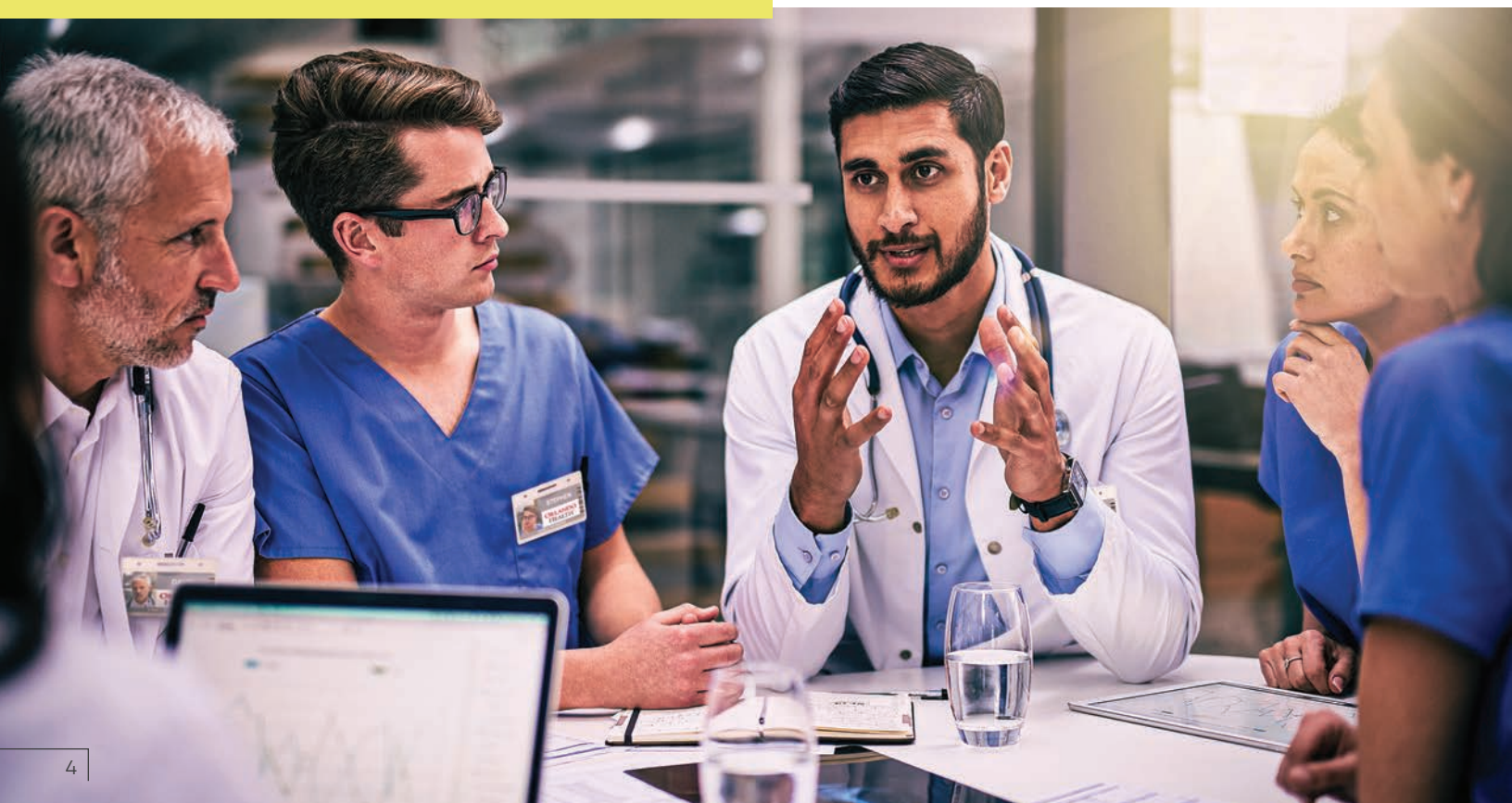
Network Updates	35
Facility Development.....	36
Clinical Transformation Initiatives.....	37
Care Coordination.....	38
Notable Partnerships.....	39

Medicare Shared Savings Program

The Medicare Shared Savings Program (MSSP) is a voluntary advanced alternative payment model promulgated by the Centers for Medicare & Medicaid Services (CMS). The value-based program enables physicians, hospitals and other healthcare professionals to form Accountable Care Organizations (ACOs) through which greater clinical and operational alignment is possible. Hospitals and physicians are financially and operationally aligned in ACOs and collaboratively seek to enhance quality of care and the patient experience while reducing overutilization and unnecessary costs.

Multidisciplinary relationships formed between primary care providers and their specialist and facility counterparts engenders a patient-centric, quality-conscious healthcare ecosystem. Through these partnerships, and with the use of sophisticated reporting and analytics, providers across the care continuum collaborate to reduce waste through the implementation of cost-effective processes and care plans. The result of these efforts is a bettered patient care journey that both reduces out-of-pocket cost to the patient and saves taxpayer money.

Orlando Health has participated in MSSP through its own ACO, Orlando Health Collaborative Care (OHCC), since 2013. Today, OHCC is engaged in the most advanced version of the program, known as the Enhanced ACO track, which compares performance to nationally and regionally determined benchmarks for cost and quality. Based on its 2021 performance, which was heavily impacted by effects of the pandemic, OHCC was able to maintain cost performance within one percent of its benchmark goals while generating the significant quality results shown on the following page. This marks the ninth straight year of performance in the program and positions OHCC to provide continued outstanding care to its aligned Medicare beneficiary population for years to come.



CLINICALLY INTEGRATED NETWORK VALUE REPORT 2022



Medicare Shared Savings Program

2021 Quality Measure Results - Orlando Health Collaborative Care

Domain	Measure	Measure Name	ACO Performance*
Patient/ Caregiver Experience	CAHPS-1	CAHPS: Getting Timely Care, Appointments and Information	81.38%
	CAHPS-2	CAHPS: How Well Your Providers Communicate	92.63%
	CAHPS-3	CAHPS: Patients' Rating of Provider	92.48%
	CAHPS-4	CAHPS: Access to Specialists	79.04%
	CAHPS-5	CAHPS: Health Promotion and Education	60.25%
	CAHPS-6	CAHPS: Shared Decision Making	54.96%
	CAHPS-7	CAHPS: Health Status/Functional Status	72.18%
	CAHPS-8	CAHPS: Care Coordination	85.71%
	CAHPS-9	CAHPS: Courteous and Helpful Office Staff	92.62%
	CAHPS-11	CAHPS: Stewardship of Patient Resources	24.25%
Care Coordination/ Patient Safety	479	Hospital-Wide, 30-Day, All-Cause Unplanned Readmission Rate	16.79%
	MCC1	All-Cause Unplanned Admissions for Patients with Multiple Chronic Conditions	40.07%
Preventive Health	318	Screening for Future Fall Risk	93.43%
	110	Influenza Immunization	82.97%
	226	Tobacco Use: Screening and Cessation Intervention	58.33%
	134	Screening for Clinical Depression and Follow-up Plan	Successful Submission
	113	Colorectal Cancer Screening	79.12%
	112	Breast Cancer Screening	76.63%
At-Risk Population	438	Statin Therapy for the Prevention and Treatment of Cardiovascular Disease	88.47%
	370	Depression Remission at Twelve Months	Successful Submission
	001	Diabetes Mellitus: Hemoglobin A1c Poor Control	9.59%
	236	Hypertension: Controlling High Blood Pressure	66.78%

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

Orlando Health Team Member Health Plan

Orlando Health Team Member Health Plan (OHTMHP) serves Orlando Health team members and their dependents by providing healthcare that consistently improves health outcomes while managing ever-growing medical and pharmacy expenditures. The plan continues to evolve each year to offer the most comprehensive, innovative and affordable services to its members.

In the past year, Orlando Health Network, the system's clinically integrated network of employed and affiliated providers, successfully renewed participation agreements with nearly 800 provider organizations. Through these agreements, Orlando Health embedded quality programs to reward network-aligned providers for achieving highly benchmarked targets and for effectively managing chronic conditions. Through these arrangements, in-network primary care providers also benefit from added resources, tools and wraparound services intended to benefit their assigned patients.

Orlando Health's plan and network leadership also continually work with providers to ensure access to care is timely and coordinated, lending to an unparalleled member experience. OHTMHP has various other clinical and programmatic initiatives in place and planned for the future to promote optimal health and well-being for its members, including but not limited to:

Medication Alternative Mailers Letter campaigns informing providers of clinically comparable medication alternatives their patients could benefit from while also saving significant out-of-pocket costs

Acute Care Transitions Coordinated care services to provide patients with a seamless and supported transition from acute care hospital settings to home, home with home health or other post-acute sites of care

Chronic Disease Management Ongoing care coordination support to patients at high risk of complications or due to chronic disease burden with patients enrolled in various care management programs individualized to their needs to assist with education, access to care and removal of barriers to optimal care

More than
90%
of all
**Diabetic
Hemoglobin
A1c Screenings**
Performed in the
Performance Year

23.8% Better
30-Day All-Cause Hospital
Readmission Rate
than Market Benchmark

2.9% Better
Pediatric Antibiotic
Management Compared
to Market Benchmark

14.8%
Better
High
Emergency
Room
Utilizer Rate
Compared to
Market
Benchmark

Commercial ACO Performance



Quality Metric	OHN Performance*	Target Performance
Breast Cancer Screening	79.3%	79.1%
Colorectal Cancer Screening	66.9%	66.8%
Cervical Cancer Screening	83.3%	84.5%
Hemoglobin A1c Poor Control (>9.0%)	32.4%	32.4%
Diabetic Nephropathy Monitoring	88.4%	90.3%
5 of 5 Eligible Quality Metrics Sufficiently Satisfied		
Breast Cancer Screening	75.8%	75.7%
Colorectal Cancer Screening	66.8%	62.7%
Cervical Cancer Screening	74.4%	67.3%
Hemoglobin A1c Screening	91.3%	90.1%
Treatment for Children with Upper Respiratory Infection	95.0%	92.4%
5 of 5 Eligible Quality Metrics Sufficiently Satisfied		
Breast Cancer Screening	79.0%	76.0%
Hemoglobin A1c Good Control (<8.0%)	81.8%	78.1%
Diabetic Retinopathy Monitoring	30.2%	30.3%
Blood Pressure Control Management	82.4%	76.4%
Coronary Artery Disease Management	72.4%	67.3%
Child and Adolescent Well-Care Visits	68.1%	64.0%
Well-Child Visits in the First 15 Months of Life	92.1%	85.6%
Depression Screening	18.6%	12.1%
Use of Opioid Medications	95.2%	95.3%
Generic Dispensing Rate	88.1%	88.5%
10 of 12 Eligible Quality Metrics Sufficiently Satisfied		
Breast Cancer Screening	77.2%	72.8%
Colorectal Cancer Screening	69.1%	63.7%
Cervical Cancer Screening	81.4%	75.7%
Hemoglobin A1c Good Control (<8.0%)	61.2%	58.7%
Treatment for Children with Upper Respiratory Infection	96.1%	91.0%
Appropriate Medication Management for Asthma	89.3%	79.5%
Child and Adolescent Well-Care Visits	75.5%	75.0%
Use of Opioids Medications	94.8%	95.2%
8 of 12 Eligible Quality Metrics Sufficiently Satisfied		

*Orlando Health Network has statistically significantly exceeded and/or sufficiently met contractual target benchmarks for all quality performance metrics shown within each of its respective payer partner arrangements for the 2021 performance year.

Disney Direct-to-Employer Arrangement

Orlando Health Network (OHN) and The Walt Disney Company joined forces to deliver exceptional care to Disney's Cast Members and their families over the past five years through an Exclusive Provider Organization (EPO) health plan offering. Through this partnership, OHN-aligned providers are accountable for achieving multiple cost, utilization, quality and patient experience goals intended to drive the highest quality of care possible while reducing overall healthcare costs. As OHN has successfully satisfied performance member experience and patient outcome targets since the partnership's inception, the parties have mutually agreed to extend the arrangement beginning in Plan Year 2023.

Through the partnership, the OHN and Disney teams frequently work to develop new programs and services for the plan members, always focused on continuous quality improvement and member experience. One of the many care initiatives the parties collaborated on this year was the Community Health Needs Assessment. This assessment is completed every three years to evaluate areas of need in the Central Florida community where healthcare-led interventions could help build healthier communities and/or assist residents in attaining optimal health outcomes.

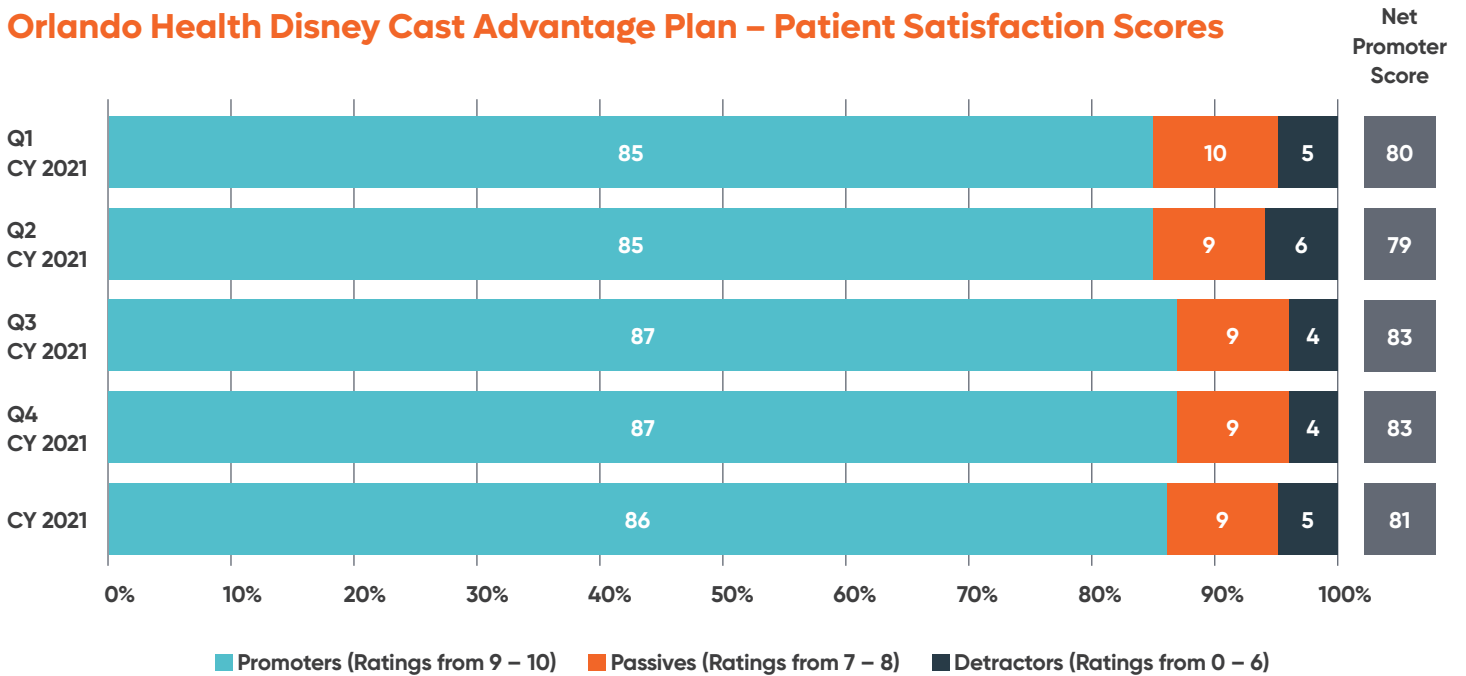
As a member of the Central Florida Collaborative, a multidisciplinary group of community health providers and advocates with a shared goal of improving the health of the service area, Orlando Health was able to invite Disney leadership to participate in focus groups for this year's Community Health Needs Assessment. The focus groups were able to provide insights into strengths and resources within the community, discuss relevant healthcare-related gaps and review ongoing impacts of the pandemic, among other key issues. The groups also discussed multiple socioeconomic barriers

to optimal healthcare and what partnering with community organizations could do to address needs for transportation, housing, food insecurity, and affordability and access to care.

As part of the broader partnership, OHN and Disney leaders also initiated a new strategic meeting series focused on key opportunities for major social issues or for critical needs populations. As a takeaway from these discussions, the network hosted multiple physician symposiums featuring continuing medical education on cross-cultural readiness to further diversity, equity, inclusion and belonging agendas. Additionally, OHN was also able to introduce the "Food as Medicine" program offered by Orlando Health, which provides expectant mothers with nutritious meals to nourish the bodies of mother and baby. Together, Disney and Orlando Health have brainstormed ideas on how to offer similar services to expectant Disney Cast Members to assist in improving maternal and fetal health. The teams look forward to continuing this strategic meeting series and expanding such opportunities for even more populations.

The partnership has proven to be one that has met the Institute for Healthcare Improvement's Triple Aim objectives – that is, improving the patient experience of care, improving the health of populations and reducing overall healthcare expenditures. This is evidenced by the network's year-over-year high quality scores, driven by the myriad disease, utilization and medication management efforts of the parties. Demonstrable cost savings also have been realized through the partnership, all while Disney has been able to enhance and expand benefits to its members each year. Finally, patient feedback has been overwhelmingly positive as reflected in Orlando Health's Net Promoter Score (NPS) customer experience surveys, yielding a network score of more than 70 overall points, which is considered a "world-class" experience rating. OHN is appreciative of the opportunity to meet and exceed Cast Member expectations regarding service and care and looks forward to the continued partnership with Disney to further improve outcomes for the population.

Orlando Health Disney Cast Advantage Plan – Patient Satisfaction Scores



Cast AdvantageSM
For the Disney Medical Plan

Disney Direct-to-Employer Arrangement

2021 Hospital and Physician Quality Reporting Summary

Domain	Quality Measure	OHN Performance*	Target Performance
Utilization of Services	Cesarean Section Delivery Rate	11.3%	29.5%
Utilization of Services	Patients with 5+ Emergency Room Visits	0.27%	0.27%
Utilization of Services	30-Day All-Cause Hospital Readmissions	7.5%	8.5%
Preventive Care	Colorectal Cancer Screening	62.1%	60.0%
Preventive Care	Breast Cancer Screening	79.1%	78.0%
Preventive Care	Depression Screening and Follow-Up	50.6%	65.0%
Preventive Care	Well Child Visits - First 15 Months of Life	79.3%	70.0%
Preventive Care	Adolescent Well Care Visits	46.3%	45.0%
Condition Management	Hemoglobin A1c Poor Control (>9.0%)	16.7%	22.0%
Condition Management	Hypertension Management (<140/90)	70.0%	69.0%
Condition Management	Adult Body Mass Index Assessment and Referral	87.7%	74.0%
Patient Experience	Overall Hospital Satisfaction (Hospital Rating of 9 or 10)	63.0%	66.0%
Patient Experience	Overall Provider Satisfaction (Physician Rating of 9 or 10)	81.0%	71.0%

*Green shading indicates Orlando Health Network met or exceeded the target for the indicated metric in the 2021 Performance Year.

Bundled Payments for Care Improvement – Advanced

Orlando Health has participated in the Centers for Medicare & Medicaid Service's (CMS) voluntary Bundled Payments for Care Improvement – Advanced (BPCI-A) program since January 2020. Participation in the program requires the health system to manage patient journeys through entire clinical episodes of care, beginning at the time of an inpatient admission until 90 days after the initial hospitalization. Orlando Health is at significant financial risk in this program as it is responsible for all care rendered to the patient during the entire clinical episode, including with healthcare providers and at sites of care not owned or operated by the health system.

If Orlando Health effectively collaborates with all providers to deliver quality care throughout the patient's journey while managing total expenditures below program targets, it is eligible to earn an incentive payment. In 2022, Orlando Health participated in 12 clinical episodes across three services lines, as shown below.

Orlando Health's 2022 Clinical Episodes

Gastrointestinal Care

- Gastrointestinal Obstruction
- Gastrointestinal Hemorrhage
- Disorders of Liver Except Malignancy, Cirrhosis or Alcoholic Hepatitis
- Inflammatory Bowel Disease

Medical and Critical Care

- Sepsis
- Simple Pneumonia and Respiratory Infections
- Chronic Obstructive Pulmonary Disease, Bronchitis, Asthma
- Renal Failure
- Urinary Tract Infection
- Cellulitis

Neurological Care

- Stroke
- Seizures

Through its current BPCI-A participation, and harkening back to success in the original Bundled Payments for Care Improvement program spanning from July 2015 to October 2018, OHN has implemented a variety of clinical care initiatives to address education and performance improvement in the program, including:

Bundled Operational Leadership Team (BOLT) Meetings Multidisciplinary teams, composed of subject matter experts and executive leaders at each hospital facility, participate in quarterly BOLT meetings to review performance and outcomes data, identify key metric trends and opportunities for improvement in the program, and implement initiatives and interventions with the teams.

Care Management Meetings Operational teams meet with the inpatient care management managers at each facility monthly to discuss program performance trends and perform patient level reviews to address next site of care (NSOC) utilization and preventable readmissions.

Care Management BPCI-A Education Management teams present information to care coordination staff at each participating hospital site to review current program guidelines, provide decision-making tools and lessons learned, and discuss care coordination best practices for post-acute navigation.



Acute Care Therapy BPCI-A Education

Management teams present information to therapy teams at each hospital site to introduce program concepts, offer NSOC decision-making recommendations and elucidate the role of therapy in discharge planning via interdisciplinary team discussions.

Inpatient Rehabilitation Education

Monthly interdisciplinary meetings are conducted with the inpatient rehabilitation leadership team to review patient cases in which such services were utilized, identify care redesign opportunities and analyze facility outcomes (e.g., 30-day hospital readmission rate, length of stay, average spend, NSOC referrals, etc.).

Post-Acute Care Network Clinical

Pathways Hospital transitions and value-based care teams working with the Orlando Health high-value post-acute care (P-AC) network implement evidence-based clinical tools designed to support post-acute partners in caring for patients enrolled in a BPCI-A episode of care by specifically focusing on appropriate length of stay, avoidable emergency room visits and hospital readmissions.

Post-Acute Readmission Reviews

Quality care teams conduct patient-level hospital readmission reviews alongside P-AC network partners to critically evaluate all aspects of care, from pre-admission to the acute hospitalization to the transition of care. Identified gaps in handoff from the hospital to the post-acute care partner are then remedied to prevent future avoidable readmissions.

Key Stakeholder Endorsements



Rebecca Luders, LMHC

Manager, Care Management
Orlando Health – Health Central Hospital
Orlando Health Horizon West Hospital

“The BPCI-A program has shown refinement in the care coordination and continuum of care for our patients. Our BPCI-A partners enable us to utilize data to track performance and guide patients to the appropriate next site of care, **allowing us to excel in enhancing patient outcomes** while promoting growth. This in turn increases the quality of care our patients receive and lowers adverse outcomes and readmission rates.”



Matthew Burkhalter, DPT

Director, Acute Care Therapy
Orlando Health Orlando Regional Medical Center

“The work we are doing with the BPCI-A operations team ensures our therapy team is informed of program-specific goals and helps guide next site of care decision-making as patients transition from acute care to the post-acute setting. When the entire interdisciplinary team works together to help patients navigate their journey, **we can improve the care experience and ensure that the right care is provided to patients at the right time**, in the right setting.”



Anita Ekambaram, MD

Assistant Vice President, Orlando Health
Chief Quality Officer, Orlando Health South Seminole Hospital

“At South Seminole Hospital, **we have seen improved patient outcomes and quality of care** for our BPCI-A patients by tracking and reviewing performance data and meeting with the operations team regularly to implement new clinical initiatives. Our team has witnessed great success with our inpatient rehabilitation facility initiative that includes hands-on patient reviews and intervention by the therapy team to ensure patients are utilizing the appropriate next site of care based on their needs. Focused initiatives like this help to ensure our patients have access to the resources they need for a smooth and speedy recovery, so they can get back to doing the things they love.”



Julie Haile, MSHA, RN, BSN

Director, Transition Services

“The BPCI-A post-acute care team has been a tremendous asset to ensure our patients are receiving care in the appropriate post-acute setting and are transitioned home in a timely manner when it is safe to do so. The tools they provide to our skilled nursing facility and home health agency partners in the Orlando Health post-acute care network are invaluable, **ensuring best practices are always utilized and all patients receive the best possible care.**”

Comprehensive Care for Joint Replacement

In 2018, the Centers for Medicare & Medicaid Services (CMS) mandated that certain inpatient facilities, including Orlando Health, partake in the Comprehensive Care for Joint Replacement (CJR) bundled payment program. This program is focused on reducing overall spend by increasing care coordination and improving the quality of care that is provided to patients receiving major joint replacement surgeries, including knee, hip and ankle replacements. The health system is at economic risk in this program and therefore may incur financial penalties if patients have total costs of care exceeding expected thresholds, often driven by hospital readmissions and/or extended lengths of stay within post-acute settings.

Orlando Health is responsible for managing patients in this episode-based program across four Medicare Severity Diagnosis Related Groupings (MS-DRGs), including:

- MS-DRG 469 - Major Hip and Knee Joint Replacement or Reattachment of Lower Extremity with Major Complications or Comorbidities (MCC)
- MS-DRG 470 - Major Hip and Knee Joint Replacement or Reattachment of Lower Extremity without MCC
- MS-DRG 521 - Hip Replacement with Principal Diagnosis of Hip Fracture with MCC
- MS-DRG 522 - Hip Replacement with Principal Diagnosis of Hip Fracture without MCC

During Plan Year 2022, Orlando Health Network (OHN) has worked in collaboration with hospital leaders across the health system to communicate the importance of this program and to identify opportunities for improvement. OHN has leveraged three major tools to better program performance: (1) collaborative multidisciplinary meetings, (2) patient case reviews, and (3) systemwide care redesign initiatives.

Collaborative Multidisciplinary Meetings

Meetings are held regularly at each hospital campus to provide program education and actionable takeaways to drive performance improvement. These meetings include representation from hospital senior leadership, orthopedic surgeons, surgery administration, infectious disease experts, rehabilitation teams, care management, quality improvement, practice managers, nursing and post-acute facility leadership.

Bundled Operational Leadership Teams Facility-level performance teams engage in program data and metrics reviews to create and discuss focused performance improvement efforts within the hospital.

Corporate Collaborative Joint Meetings Hospital leaders across the health system meet to discuss collective program performance, review opportunities for improvement and share best practices seen at the respective hospital sites.

Working Group Sessions A dedicated workgroup for Orlando Health Orlando Regional Medical Center convenes with frontline orthopedic team members to discuss both short-term and long-term strategies for clinical and administrative changes. The team also conducts brainstorming sessions to create new models of care and share findings from literature review to be piloted. Program results are reviewed to assess if processes and protocols should be expanded across the health system broadly.

Orthopedic Service Line Meetings Orlando Health Jewett Orthopedic Institute surgeons and affiliated surgeons review the latest clinical research findings and suggest program updates to be implemented across the orthopedic service line.

Post-Acute Site Meetings Weekly touchpoints are held between OHN care coordination resources and post-acute facilities caring for CJR patients to ensure appropriate length of stay targets are achieved and that patients have access to necessary resources post-discharge.

In Performance Year **4** All Sites Received "Good" ratings across campuses

Patient Case Reviews

Individual chart reviews are performed by the OHN medical director and management teams overseeing advance practice provider operations, hospital coding, billing and support specialists, and inpatient care coordination.

Patient Journey Individualized patient journey maps are created to capture all clinical care interactions a patient may experience from the time they elect to have surgery through the end of their 90-day episode. This process serves to set expectations for the patients and their families, while also enabling operational teams to adequately prepare for specific patient needs.

Surgical Case Reviews Once a surgery has been scheduled, patients are closely followed by a care coordinator and the clinical leadership team to ensure the level of care provided and the next site of care are appropriate.

Inpatient Rehabilitation Reviews Patient cases identified as potential candidates for inpatient rehabilitation are extensively reviewed by both physicians and administrative team members to determine if discharges are clinically appropriate prior to inpatient rehabilitation facility admission.

Readmission Reviews Cases are reviewed to understand if hospital readmissions were preventable and what factors contributing to such rehospitalizations could be mitigated in the future through new interventions and programs.

Episode Coding Reviews Coded MS-DRGs are reviewed to ensure appropriate documentation, coding and billing practices are in place.

Systemwide Care Redesign Initiatives

Health System Standardization Efforts are being made to standardize educational materials, patient requirements for surgery, surgical pre-optimization/readiness, pre-surgical hospital processes, clinical operator tasks, and decision algorithms to determine the most appropriate next site of care.

Rehabilitation Joint Camp Patients are offered to engage post-operatively in group rehabilitation sessions alongside their clinical team as well as other patients in a “camp-like” fashion. This inclusive model motivates patients to get back to optimal health more quickly, improves patient experiences, and affords patients and families the ability to more fully engage in their recovery.

High Performance Network Skilled nursing facilities and home health agencies meeting the highest levels of orthopedic-specific quality performance are selected into a high-performance CJR network tailored to meet the needs of the CJR population and deliver the best outcomes.

Transition Care Management Patients will receive care coordination services and assistance with identifying resources when they are discharged home by the centralized outpatient care coordination team. The service focuses on ensuring patients have access to durable medical equipment and that their medications are reconciled, as well as making post-discharge follow-up appointments with primary care and orthopedic physicians.

Key Stakeholder Endorsements



Pratik Desai, MD

Orthopedic Surgeon
Orlando Health Jewett Orthopedic Institute

“We are excited that Orlando Health Jewett Orthopedic Institute will be opening in 2023! This new institute and state-of-the-art teaching facility will

allow us to focus on standardizing total joint care that is being provided to our patients across the health system. **By focusing on the patient, we can decrease overall spend in the CJR program while increasing patient satisfaction and outcomes.** Increasing efforts focused on post-acute discharge disposition can assist in guiding patients to a location that is best equipped to aid in their recovery and help them return to their normal lifestyle as quickly as possible.

“Much can happen from the time the patient enters the physician’s office through the 90 days after surgery. We also realize the early months can be stressful and emotional. By ensuring that the surgeon and care team have the resources they need, Orlando Health can support patients throughout their care journey to minimize any confusion or distress. Ultimately, Orlando Health’s goal remains the same – to get patients back to health and doing the things they love.”



Cody Green, MD

Orthopedic Surgeon
Orlando Health Jewett Orthopedic Institute

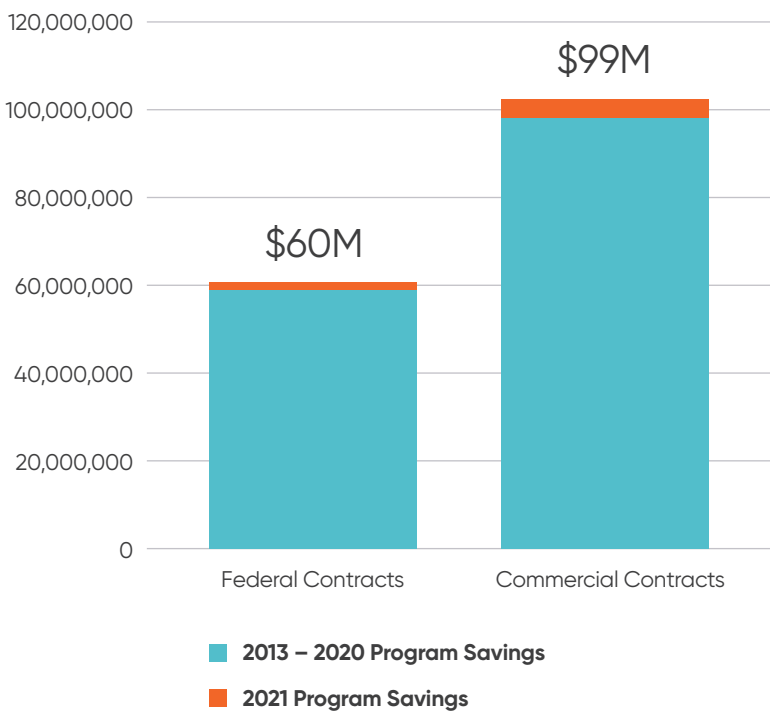
“Surgical pre-optimization is important to ensure patients are ready for surgery and have appropriate care support after

leaving the hospital. By confirming patients are optimally fit for the procedure, Orlando Health Jewett Orthopedic Institute surgeons can **ensure that patients are equipped to recover quickly and smoothly.** Standardizing the process and procedures across the health system to align with the most current best-practice guidelines will allow patients to receive the best possible care and achieve optimal outcomes. Orlando Health is using technology to ensure our patients have all the information they need at their fingertips, preparing them before, during and after surgery, and creating an even better patient experience.”

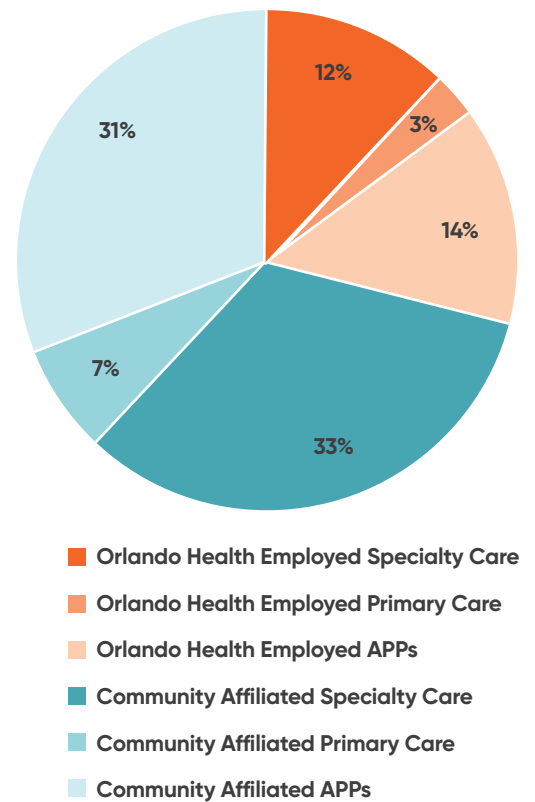
Network Updates

As the highest performing clinically integrated network in the Southeast region, Orlando Health Network (OHN) continues to grow and expand its footprint throughout the north, central and west regions of Florida. Today, the network includes more than 5,700 physicians and advanced practice providers (APPs) who have continuously outperformed local, regional and national peers in quality performance across various value-based care arrangements. Since Orlando Health Network's inception, it has been able to generate nearly \$160 million in savings to patients, payers and employers based on data through Plan Year 2021.

Total Savings Generated Since Inception
\$159 Million



OHN Provider Membership



300,000 Patient Lives

Aligned Providers **5,700+**

1,400+
Physician
Practices

13
Locations
Across Central
Florida Counties



Network Performance Committee

The Orlando Health Network (OHN) Board of Directors has made a concerted effort this past year to update its governance and committee structures to allow for a streamlined model capable of advancing network initiatives more efficiently. As such, three legacy committees, formerly charged to individually advance areas of network quality, finance and governance, have been consolidated into a single Network Performance Committee with the holistic focus of improving all aspects of network performance.

The committee includes both OHN affiliated physicians and Orlando Health employed physicians, with representation across all the primary care disciplines of internal medicine, family medicine and pediatrics. As the success of the network's value-based contracts hinges on the ability to adequately manage costs, ensure high-quality outcomes for patients and effectively manage patient risk, committee members are tasked to regularly review current quality and utilization performance efforts as well as future initiatives expected to positively impact network performance.

The committee has been initially charged to focus on the following objectives intended to produce immediate and long-term success in the network's value-based programs:

Policy Development The committee will draft, develop and review all care management programs, care pathways and protocols, and network operational plans. All recommendations to adopt or modify such plans and programs will be advanced to the OHN Board for consideration to amend OHN's Policies and Procedures.

Quality Improvement Plans The committee will review performance reporting to understand individual provider, practice-specific and network-level quality improvement opportunities. Identified opportunities will require evidence-based plans to be developed to allow for corrective action, including efforts to educate physicians and patients, as necessary.

Network Membership Review The committee will annually assess quality, cost/utilization and risk performance for all network-aligned providers to determine if continued participation in network value-based contracts is advisable or if improvement plans need to be implemented.

The Network Performance Committee is committed to advancing the collective aims of the network to ensure its patients and their families receive the best care possible. This focus also ensures that providers who are the highest performing are positioned to earn incentives for their superior outcomes and that their network peers are held to meeting the same expectations of high performance. Ultimately, the committee will ensure long-term success through the thoughtful, data-driven review intended to help each and every network practice improve care for their patients.

4.0M
Medical Claims



1.9M
Rx Claims

3.2M
Member Months



11,000+
Care Management Touchpoints



361,000
Unique Members

6,000+ 
Retrospective Chart Reviews and Submissions



15,600+
Risk Coding Reviews

Emerging Partnerships

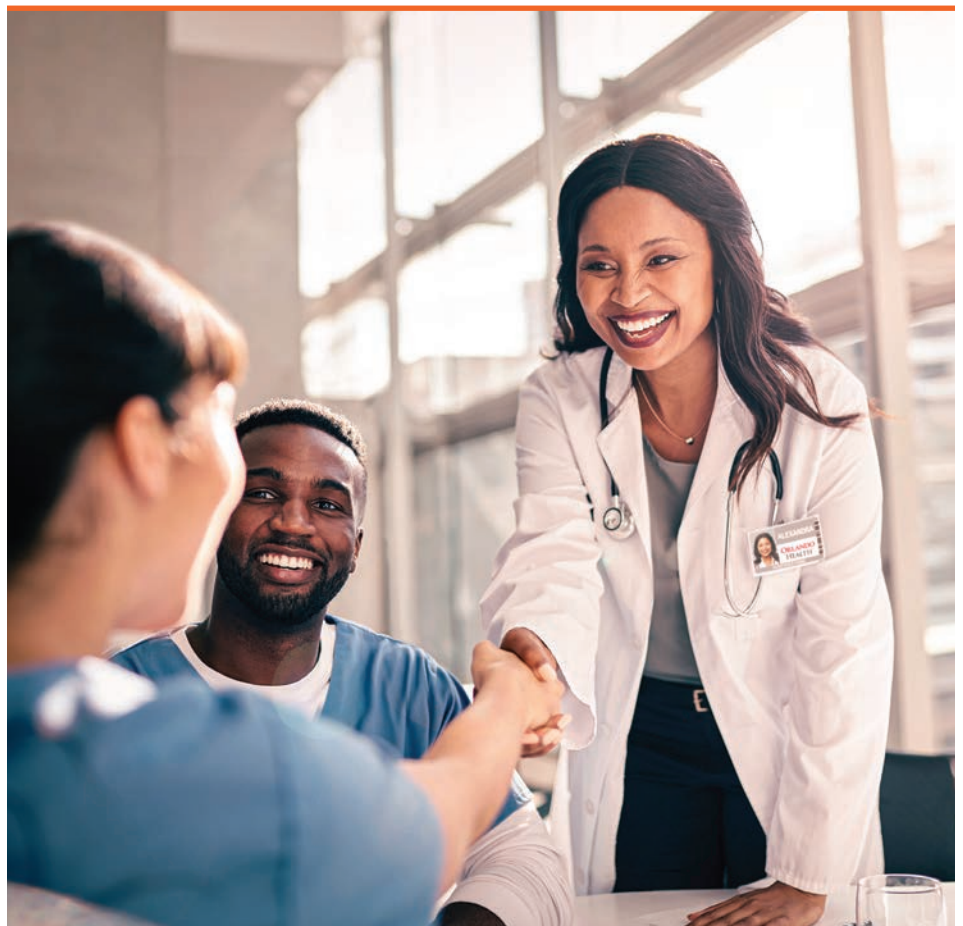
Orlando Health's Employer Solutions Partner (ESP) program continues to work on deepening professional relationships while changing the way employers can access and offer healthcare benefits to their team members. Since inception of the ESP program just a few years ago, Orlando Health has been able to work alongside employers to deploy multiple creative network strategies, plan design updates and benefits programs leading to overall better health outcomes and significant cost savings.

Through these partnerships, the health system and employers are able to collaboratively develop customized health and well-being offerings, including membership-specific care programs unique to each employer's needs. One such example is Orlando Health's Choose One program, which is a tailored health improvement program focused on offering everything from patient education and preventive services to diagnostic testing and more complex specialty care. Choose One currently supports Orange County Government's employees in their journey toward improving cardiovascular health, and several other employer groups have engaged in discussions to implement Choose One programs for their population needs as well.

All ESP programs developed for employers are anchored around Central Florida's leading high-performance network, the Orlando Health Network. Multiple national partners also have stepped in to bolster such offerings with third-party administrator, pharmacy benefits management and virtual care offerings, such as Employer's Health Network, Centivo, Evolutions Healthcare Systems and Imagine Health. As an example, through the Evolutions Healthcare Systems network alone, Orlando Health has formed an exclusive partnership with Rosen Hotels to provide exceptional, tailored, comprehensive and effective care to its members effective January 1, 2022. The ESP program also has established partnerships through its

convener partner organizations with many other notable employers, such as the School District of Osceola County, United Airlines, ABC Fine Wine & Spirits and Second Harvest Food Bank, among several others.

The ESP program provides what employers are looking for on behalf of their members for both their traditional medical plan offerings as well as worker's compensation programs – that is, a concierge feel to care with exceptional access to Orlando Health's renowned primary care, specialty care, ancillary and telehealth services, all at an affordable level for the plan and its members. The program strives to support its employer partners through these types of offerings with the goal of delivering the best outcomes and, thereby, furthering the Orlando Health Network's reputation as the leader in care innovation and preferred provider in the region.



Clinical Transformation Initiatives

Acute Care Transitions

The transitional care management (TCM) program is a service offered by Orlando Health Network (OHN) to prevent readmissions for all value-based care and high utilizer group (HUG) patients who discharge from an acute care hospital. In order to prevent avoidable hospital readmissions, the program begins immediately at the time of hospital discharge, at which time the patients receive both clinical and social support from OHN's outpatient care coordination team.

The OHN clinical team comprises registered nurse care coordinators and medical technician care navigators. This team leverages an evidence-based protocol, supported by Orlando Health's Comprehensive Health Record (CHR), to ensure patients receive the right care at the right time. The CHR automates patient identification, stratification and assignment workflows, thereby allowing more time for the clinical team to perform patient assessment and engage in necessary interventions right away and over the span of the following 30 days of the episode.

The most common support functions OHN care coordinators and navigators offer are:

- Ensuring patients received their essential medications
- Managing home health service coordination
- Securing access to needed durable medical equipment
- Providing condition-specific education

The team also helps patients to mitigate socioeconomic and behavioral barriers to care, often leaning in on community benefit organizations and other internal system resources to provide patients support with transportation, financial and educational needs, among others.

Primary care providers are alerted to all patients assigned to a care management team member for the TCM program in an effort to maximize clinical collaboration. Patients with the greatest clinical complexity are assigned to the registered nurse care coordinators, and those patients with extended needs may be followed for longer time periods than the standard four-week program. Using the relationship with the primary care provider is oftentimes paramount in encouraging patients to adhere to their post-hospitalization treatment plans.

Leveraging an interdisciplinary approach to care coordination has helped ensure more smooth transitions of care for patients and promoted greater opportunities for collaborative provider-to-provider communication and handoffs. Moreover, these collective clinical teams are better able to communicate with the patient and their caregivers in a way that holistically addresses the patient and assures all their needs will be met. Through the TCM program, patients can return to health with the ease of knowing that someone is available to help guide them through their care journey should they ever need the assistance.

Nearly
1,000

**Patients Discharged to
a Skilled Nursing Facility
and Monitored by
OHN Nurse Liaisons**

Nearly **700**
**Patients Monitored in
Our High-Cost Program**

2,300+
**High-Risk Patients
Managed**

Nearly **6,000**
**Patients Successfully
Transitioned
After a Hospital Stay**



Orlando Health Post-Acute Care Network Refresh

Orlando Health Network (OHN) established its high-value post-acute care (P-AC) network of skilled nursing facilities (SNFs) in 2019 and expanded the network to include home health agencies (HHAs) the following year. This high-performance network was created with the intent of achieving:

- Improved hospital throughput and reductions in acute care lengths of stay
- Optimized post-acute lengths of stay and reduced 30-day rehospitalizations
- Enhanced collaboration and partnerships to support special needs populations
- Superior performance in network value-based programs (e.g., bundled payments)

In light of COVID-19, OHN retained its high-value P-AC network without major changes to afford partnered facilities and agencies time to adjust operations as necessary to continue to meet the needs of its managed populations. Despite major headwinds brought on by the pandemic, including severe staffing and supply shortages, the parties worked closely together to ensure patient care was streamlined and uninterrupted. During this time, OHN was witness to the immense resourcefulness of its partners and, ultimately, considered their adjustments and ingenuity as part of a refined vetting process and analysis to update the network for future performance periods.

The most recent high-value P-AC network update for Plan Year 2022 evaluated SNF partner performance across 15 quantitative and qualitative metrics. The metrics were weighted based on the area of greatest network need and were used to calculate an aggregate score by partner, thereby allowing for facility-by-facility ranking and benchmarking. The major areas considered in the assessment included CMS Star Ratings, network quality performance, length of stay management, rehospitalization rates, cost per care episode effectiveness, hospital referral acceptance and time to respond, staffing ratios and willingness to partner during the pandemic as assessed by an internal care management survey. SNFs selected for the high-value P-AC network have been charged with meeting OHN's goals using these updated criteria and will be regularly assessed to retain network membership. To track progress, OHN will provide all SNFs with scorecards to highlight performance and best practices on a quarterly basis. The network also plans to launch similar efforts for its high-value HHA partners early in Plan Year 2023.

Supportive Transitions and Resources (STAR) Clinics

Each year, Orlando Health provides hospital care to thousands of patients who have significant care coordination and resource needs, especially access to timely follow-up outpatient services post-discharge. Without these post-acute resources, patients can experience condition-based issues commonly leading to preventable overutilization of the emergency room and hospital settings.

Orlando Health continues to focus on reducing hospital readmissions and improving quality outcomes for patients by providing greater access to post-discharge follow-up visits, offering enhanced medication management services and mitigating unnecessary visits to emergency rooms.

In partnership with the Orlando Health Medical Group (OHMG), the Orlando Health Network (OHN) team has identified a clinical model to ensure all patients have access to timely, effective and coordinated care via the establishment of Supportive Transitions and Resources (STAR) Clinics.

The STAR Clinics are hospital-based outpatient clinics on the campuses of Orlando Health Dr. P. Phillips Hospital and Orlando Health Orlando Regional Medical Center (ORMC). The clinics are led by a centralized physician medical director and staffed with advanced practice providers, pharmacists, care coordinators and other office support staff. The clinics offer extended coverage to create greater access options for patients and their caregivers, and all referred patients are able to receive care regardless of their ability to pay.

Each clinic takes a holistic approach to care management, including traditional care delivery coupled with medication management and resource assistance services. Patients that either do not have a relationship with a primary care provider (PCP), or those that do have an established relationship but cannot obtain an appointment within seven days of discharge, can be seen at one of the STAR Clinics. The providers at the clinics ensure that each patient understands their plan of care post-discharge and confirms that they have the necessary medications and resources that they need. Once the patient is seen by a STAR Clinic provider, they can then transition back to their previously established PCP at their earliest convenience. If the patient does not have a PCP, the STAR Clinic staff can assist them in selecting an Orlando Health physician so they can continue to receive care within the system.

Health System Integrated Specialty Pharmacy

Specialty pharmacy services represent an important part of the healthcare ecosystem, serving to treat patients with complex, rare and oftentimes, very costly disease states. The storage, preparation and delivery of these medications also can be complicated, generally requiring more monitoring and education than typical retail pharmacy medications used to treat common illnesses. As a result, these limited-access, highly specialized medications represent one of the fastest-growing healthcare expenditures today and are predicted to grow by more than 8 percent annually over the next five years, per recent data from the *Pharmacy Times*.

Due to the nature of specialty pharmacy and increased market demand as hundreds of new drugs are released each year, health systems are working to implement their own Integrated Specialty Pharmacy programs in an effort to better manage patient care and curtail exorbitant spending. Integrated Specialty Pharmacies feature increased collaboration between prescribing providers and pharmacists and differ markedly from the traditional centralized specialty pharmacy model. Most notably, in an integrated model, clinical relationships are built between the pharmacy and the prescriber, effectively tying supply and demand together in a way that produces more comprehensive services better positioned to coordinate care, improve outcomes, enhance patient experience and reduce costs.

Orlando Health Scripts Specialty Pharmacy is one of the few integrated specialty pharmacies that has been double-accredited, ensuring that it adheres to rigorous national standards for quality and service. Through this model, the health system is able to offer a dedicated specialty pharmacy liaison, 24/7 access to clinical pharmacists, patient medication therapy management programs, monthly refill reminders and financial assistance programs, among several other benefits, to improve the patient and provider experience.

Orlando Health Scripts Specialty Pharmacy uses this integrated approach to drive a better experience for its customers, as evidenced by its Plan Year 2021 patient satisfaction rating of 95.2 percent and provider satisfaction rating of 97.5 percent. Quality improvement results also were notable as the pharmacy was able to improve patient medication adherence, reduce time to medication prescription fills and increase access to limited distribution drugs. These efforts help drive cost savings and are consistent with national figures showing integrated pharmacies are capable of generating double-digit percentage savings compared to the centralized alternatives over time.

As the need to manage increasingly more complex diseases through pharmacy management grows, Orlando Health Scripts Specialty Pharmacy stands by ready and able to support network practices. The integrated model is well-suited to comprehensively manage all forms of specialty disease conditions, including cases involving multiple sclerosis, rheumatoid arthritis, inflammatory bowel disease, oncology, asthma and amyloidosis, among many, many more.

Technology

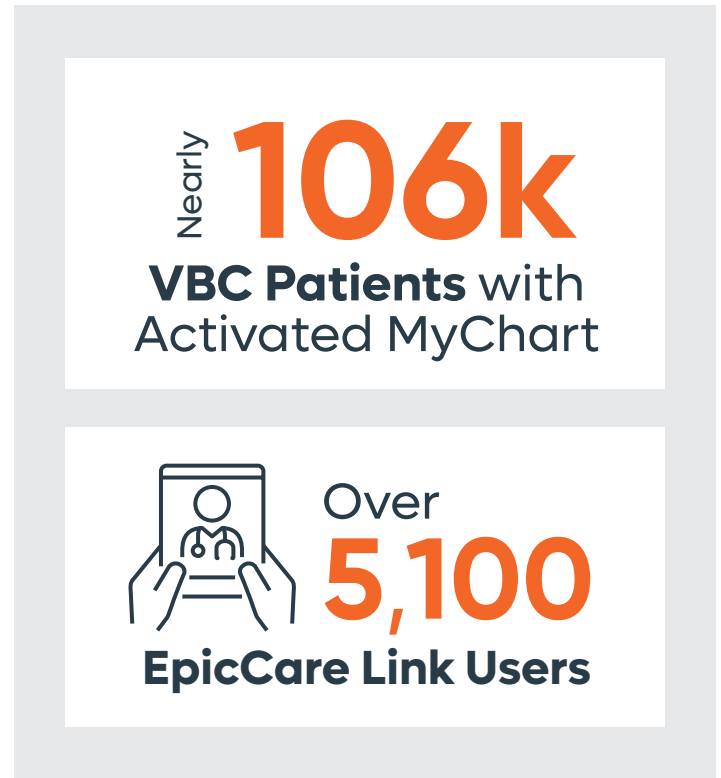
Healthy Planet

Orlando Health's customized Epic comprehensive health record (CHR), known as ELLiE, has its own population management application embedded called Healthy Planet. The Healthy Planet application ingests medical and pharmacy claims data along with other external data feeds allowing the network to analyze information on its value-based care (VBC) lives and better perform care management and quality reporting functions.

The network's quality performance team utilizes Healthy Planet dashboards to track and trend performance across all VBC arrangements. These reports are capable of incorporating clinical and administrative data sources to create a holistic view of an individual patient and, consequently, present more accurate performance information. This reporting also allows for better identification of patients requiring more care coordination due to their complex care needs while simultaneously providing a common platform for communication between care team members. Lastly, the quality team can summarize performance across all measures on aggregate or individually to understand both network and provider-specific areas of opportunity, respectively.

The care coordination team uses the Healthy Planet platform to identify, stratify and assign cases to the network's clinical resources. Cognitive risk modeling identifies at-risk patients and seeks to enroll those who may benefit most from the network's myriad clinical programs, such as disease state management or transition of care services. Care management dashboards update in near real-time and allow for summary and granular views of the patient, including access to more than 40 unique quality measures. Orlando Health Network providers can leverage patient "pursuit lists" to identify members overdue for preventive and maintenance care services, offer scheduling options to see providers capable of managing their condition needs, and, ultimately, close all gaps in care.

ELLiE also features a special analytical tool known as Slicer Dicer, which allows users to filter, sort and analyze data in various ways to glean important insights across the network's vast patient population. This self-service tool readily provides actionable information from exceedingly large sets of data, thereby shortening the time it takes for providers to receive the information necessary to improve healthcare outcomes and contain unnecessary healthcare expenditures.



Patient Campaigns

The value-based care (VBC) team launched an interactive patient engagement module this year with its population health data partner known as InConnect. This automated platform offers bulk messaging and patient outreach functionality to further support network physicians in driving quality care, improving outcomes and encouraging patient participation in their care (e.g., medication adherence).

Utilizing various channels of communication, such as text, email and phone messages, patients can receive notifications about overdue/upcoming visits, outstanding screenings and prescription refills, among many other targeted messages. The InConnect platform also allows for two-way patient interactions in response to all outreach campaigns, thereby allowing for greater patient interaction and more tailored care plans. In 2021, 11,865 aligned members were successfully contacted and took the necessary steps to close their care gap(s).



Telemedicine and Remote Patient Monitoring

Orlando Health's Telehealth service line offers a variety of virtual medical services including on-demand and scheduled visits using the virtual visit platform. Providers are able to virtually perform patient rounds, provide consultations, support after-hours nurse triage programs and even offer remote patient monitoring services. The platform also has been expanded to provide additional ancillary and diagnostic services, such as virtual appointments for physical, occupational or speech therapy.

Orlando Health also deploys remote patient monitoring technologies to better follow patients after they leave the system's hospitals and provider offices. These remote devices are used to track health outcomes and alert providers if vital sign abnormalities are indicated. The biggest advantages of remote patient monitoring from the patient's perspective include a greater sense of independence by being able to remain in the home, more confidence in managing their chronic conditions and improved access to a care team standing by to support them. Patients who use the technologies also experience improved quality outcomes, reduced overall medical spend and higher patient satisfaction scores.



Nearly
87,600
Virtual Visits
Performed in 2022

Nearly **38,700** Users

InNote

Orlando Health InNote is a physician performance enablement application that allows providers to receive pertinent real-time insights on their patients within their practice's electronic medical record. The application serves to consolidate all data from multiple electronic health records, payer systems and other sources to automatically surface the most meaningful information to providers at the point of care. In essence, this mitigates the time-consuming challenge practices routinely face in searching for patient data across disparate and fragmented systems, allowing for more time to provide better care to their patients with the most relevant information at their fingertips, in their own medical record.

The InNote application natively integrates into various medical records to provide a seamless workflow experience for clinical and administrative teams. Network-aligned practices have two different installation options, one allowing for access to all external data insights without their own medical record integration and a second more advanced option that interfaces with their medical record and scheduling system for enhanced insights. Under either option, the application can be installed in just a matter of hours with minimal configuration, and training on the application is quick and simple.

Using the insights generated through the platform, such as care gap listings, cost and utilization reporting, and risk coding analytics, providers can make the most informed decisions for their patients. This ability to provide the holistic view of the patient is what simultaneously improves practice operations and patient outcomes. Additionally, while the tool is largely built to be used in real-time during the patient encounter, it also can be leveraged by office staff to proactively plan for upcoming appointments and outreach to patients. From a performance perspective, InNote users have experienced greater practice efficiency, better patient outcomes and marked improvements in their value-based program results.

Orlando Health Spotlight Awards and Recognitions

2022 Orlando Business Journal's Diversity in Business

Orlando Health Honored with OBJ Diversity in Business Award

Orlando Health has been named as one of *Orlando Business Journal's* 2022 Diversity in Business Award winners. The annual awards program honors Central Florida companies, organizations and business leaders for going above and beyond in embracing inclusion and equality across all areas of diversity, including age, disability, gender, sexual orientation, race and religion. Orlando Health was recognized for the organization's wealth of education, training and resources provided to support culturally competent care and behaviors. These efforts continue to promote safe and inclusive environments where everyone can thrive.

2022 Becker's Healthcare 150 Top Places to Work in Healthcare

Becker's Recognizes Orlando Health as a Top Place to Work in Healthcare

Orlando Health has been named one of the 150 Top Places to Work in Healthcare for 2022 by Becker's Healthcare. The organizations featured on this list promote diversity within the workforce, employee engagement and professional growth.



Three Orlando Health Hospitals Recognized as Modern Healthcare Best Places to Work for 2022

Orlando Health South Seminole Hospital, Orlando Health St. Cloud Hospital and Orlando Health Horizon West Hospital were recognized by *Modern Healthcare* as the best places to work for 2022. This is the third consecutive year that at least one Orlando Health hospital has been selected, with Orlando Health South Seminole now being honored with this national distinction for the third time in a row.



Orlando Health Ranked Top Healthcare Employer in Florida by Forbes

Orlando Health has been named the highest-ranking healthcare organization in the state of Florida on *Forbes* America's Best Large Employers list. Ranking 86 of 500 large organizations nationwide, Orlando Health was recognized as #19 of 35 employers that are classified in the "Healthcare and Social" industry category, making it one of the nation's top 20 healthcare employers and number one in Florida.



Beacon Award Recognizes Orlando Health’s Commitment to Excellence in Patient Care

Twenty-four units across Orlando Health Arnold Palmer Hospital for Children, Orlando Health Dr. P. Phillips Hospital, Orlando Health – Health Central Hospital, Orlando Health Orlando Regional Medical Center, Orlando Health South Lake Hospital, Orlando Health South Seminole Hospital and Orlando Health Winnie Palmer Hospital for Women and Babies have earned a Beacon Award for Excellence from the American Association of Critical-Care Nurses (AACN). The Beacon Award signifies exceptional care on hospital units that use evidence-based practices to improve patient care and outcomes, with greater overall satisfaction for patients and families. With 24 active awards, Orlando Health has more Beacon Awards for Excellence in bedside care than any other healthcare system in Florida and represents nearly half of all total awards in the state.



Orlando Health Hospitals Excel at Patient Safety and Quality

Orlando Health hospitals have been recognized for their excellence in keeping patients safe and providing quality care. The Leapfrog Group, a national independent organization that is committed to healthcare quality and patient safety, released its spring 2022 safety grades in which all Orlando Health legacy hospitals received A grades: Orlando Health Dr. P. Phillips Hospital, Orlando Health Orlando Regional Medical Center, Orlando Health South Seminole Hospital, Orlando Health – Health Central Hospital and Orlando Health South Lake Hospital, which with this current grading period, has now received its eighth consecutive A grade.



Orlando Health Receives “Best Children’s Hospital” Designations in Five Specialties

Orlando Health Arnold Palmer Hospital for Children and Orlando Health Winnie Palmer Hospital for Women and Babies have been recognized as Best Children’s Hospitals for 2022-2023 by *U.S. News & World Report*, the global authority in hospital rankings and consumer advice. Tying for the #1 spot in Florida and #8 in the Southeast region, the hospitals were awarded with designations in five specialties for 2022-23. The specialties include pediatric diabetes and endocrinology, neonatology, pediatric orthopedics, pediatric neurology and neurosurgery, and pediatric urology.



Orlando Health Hospitals Ranked High Performing in 12 Medical Specialties by U.S. News & World Report

U.S. News & World Report, the global authority in hospital rankings and consumer advice, has named Orlando Health Dr. P. Phillips Hospital, Orlando Health – Health Central Hospital, Orlando Health Orlando Regional Medical Center, Orlando Health South Lake Hospital, Orlando Health South Seminole Hospital and Bayfront Health St. Petersburg as 2022-2023 High Performing hospitals in a total of twelve categories. In the *U.S. News & World Report* 2022-2023 regional ranking of hospitals, Orlando Health also ranked #8 in Florida and #2 in the Orlando Metro Area.



Orlando Health Institutes

Orlando Health Heart and Vascular Institute

At the Orlando Health Heart and Vascular Institute, a team of renowned experts in the field provide integrated, multidisciplinary care, along with sophisticated technology in an environment designed around patient needs. Patient-centered care is offered at 25 practice locations for convenient access to high quality care for Central Florida residents.

The institute's comprehensive approach includes diagnostic and consultative services, along with advanced surgical treatment options in general cardiology, electrophysiology, interventional cardiology, advanced heart failure, cardiovascular and thoracic surgery, and vascular surgery. As leaders and innovators in heart and vascular treatments and offering award-winning care, the institute team is committed to partnering with patients for optimal heart care.

Orlando Health Heart and Vascular Institute has earned many distinctions for quality care, including:

- High Performing Hospital (Orlando Health Orlando Regional Medical Center) recognition in aortic valve surgery, chronic obstructive pulmonary disease (COPD), heart bypass and heart failure – *U.S. News & World Report*, 2022-23
- Three-Star rating (top) – Society of Thoracic Surgeons
- Echocardiogram and Nuclear Medicine accreditation – American College of Radiology (ACR)
- Get with the Guidelines® awards (Orlando Health ORMC, Orlando Health Dr. P. Phillips Hospital, Orlando Health South Lake Hospital, Orlando Health South Seminole Hospital) – American Heart Association (AHA):
 - Resuscitation Silver Plus award
 - Stroke Gold Plus award
 - Target: Stroke Elite Honor Roll award
 - AFib Gold award

“

As new research and new technologies continue to drive heart and vascular care forward, Orlando Health Heart and Vascular Institute is well-positioned for clinical growth and advancement. These new discoveries will further open treatment options and enhance outcomes for an even broader range of patients throughout Central Florida and beyond.

”

Farhan Khawaja, MD
President of Orlando Health
Heart and Vascular Institute

Orlando Health Digestive Health Institute

The Orlando Health Digestive Health Institute, which provides advanced medical care for general, extremely complex, and often rare digestive and liver disorders, was designed and developed by a team of internationally recognized experts. A new state-of-the-art facility in downtown Orlando serves as the institute's flagship destination. Internationally recognized digestive disease care together with this highly specialized gastrointestinal diagnostic and treatment center make the Orlando Health Digestive Health Institute one of the most comprehensive gastrointestinal programs in the southeastern United States. As a national and international destination for care, the institute will serve as a referral center of excellence for physicians around the globe. Future plans also include expanding Orlando Health's sought-after digestive disease care and clinical research to community-based locations across the Southeast.

The Orlando Health Digestive Health Institute offers several condition-specific programs to meet individual patient care needs:

- The Center for Advanced Endoscopy Research and Education treats complex conditions using the latest therapeutic endoscopy techniques resulting in fewer complications and hospitalizations.
- The Center for Inflammatory Bowel Disease (IBD) features minimally invasive endoscopic treatments and a team-based approach to manage IBD and its complications.
- The Luminal Gastroenterology Program manages patients with disorders such as gastrointestinal bleeding, abdominal pain and intestinal polyps.
- A robust research agenda provides opportunities for innovative clinical trials and programs that educate the next generation of digestive health experts.
- Subspecialty programs encompassing pancreatic, liver and motility diseases are in development.

“

Our physicians and advanced practitioners use the best traditions of clinical medicine, apply cutting-edge innovations and incorporate the most current research findings to provide comprehensive, compassionate care for each patient, with technology and treatment options that are available at only a few facilities around the country. We have designed a truly unique program.

Shyam Varadarajulu, MD
President of Orlando Health
Digestive Health Institute

”





Orlando Health Cancer Institute

As one of the largest cancer care providers in Florida, Orlando Health Cancer Institute has developed a collaborative approach to patient care, with a guiding purpose to provide advanced, specialized care that is conveniently accessible and personalized to meet the needs of cancer patients – through diagnosis, treatment and recovery.

The Orlando Health Cancer Institute offers specialty cancer centers that focus on different types of cancer with highly subspecialized doctors, nurses and support staff, as well as access to advanced treatment technologies, new drug therapies and clinical trials specific to their type of cancer. Understanding the importance of being close to home when going through cancer, Orlando Health Cancer Institute expertise is available in several communities throughout Central Florida. In addition to the main downtown Orlando Health location, consultative, diagnostic, treatment and support services are provided at five treatment locations in Clermont, Dr. Phillips, Kissimmee, Lake Mary and Ocoee.

The institute's recognitions and distinctions for quality care include:

- American College of Surgeons (ACoS) Commission on Cancer (CoC)
- National Accreditation Program for Breast Care Centers (NAPBC)
- Radiation Oncology Department accreditation – American College of Radiology (ACR)
- Medical Oncology Clinics certification – Quality Oncology Practice Initiative (QOPI®) Certification Program, which is an affiliate of the American Society of Clinical Oncology (ASCO)
- Lung Cancer Alliance Screening Center of Excellence
- National Accreditation Program for Rectal Cancer (NAPRC)

“

We listen to our patients and know they really appreciate and benefit from the convenience of receiving top quality cancer care close to home, in their communities. Our dedication to continuing to offer innovative care options and increased access for our patients highlights the extraordinary care that our world-class team of physicians provides for patients in Central Florida.

Margo Shoup, MD
President of
Orlando Health Cancer Institute

”

Orlando Health Jewett Orthopedic Institute

The Orlando Health Jewett Orthopedic Institute offers the region's most advanced and comprehensive orthopedic care. Orthopedic physicians among the most highly trained in the country work together to diagnose and treat a wide variety of musculoskeletal conditions. Together with advanced treatment and minimally invasive surgery options, patients have access to next-level orthopedic and sports medicine care.

The institute brings together three key elements in orthopedic care that set it apart from others across the nation: a robust outpatient practice provided by recognized leaders in orthopedic and sports medicine, an internationally known trauma program, and one of the nation's top training programs for orthopedic physicians.

The combined strengths of the Orlando Health Jewett Orthopedic Institute served as the catalyst for the construction of a 370,000-square-foot orthopedic medical complex on Orlando Health's main campus in downtown Orlando. The complex, featuring a 75-bed orthopedic specialty hospital with 10 surgery suites and a medical pavilion with an ambulatory surgery center to house an additional 12 operating rooms, is scheduled to open in 2023 as one of the premier destination orthopedic facilities in the southeastern United States.

“

Every inch of this new orthopedic complex was designed to meet the rapidly increasing demand for orthopedic services. I look forward to partnering with our physicians as we continue to elevate the level of orthopedic medicine in the region. We expect the Orlando Health Jewett Orthopedic Institute to become the standard by which all other orthopedic programs will be measured.

Carlos Carrasco
President of Orlando Health
Jewett Orthopedic Institute

”



Expansions and Growth



Orlando Health Lake Mary Hospital

Construction is underway on the next phase of growth for Orlando Health's Lake Mary campus. The current Orlando Health Emergency Room and Medical Pavilion – Lake Mary campus will become the site of the 320,000-square-foot Orlando Health Lake Mary Hospital, with an expected completion date of late spring 2024. The comprehensive acute care facility will have 180 beds housed in two six-story towers with the ability to expand up to 240 beds. A key focus area for the new hospital will be women's health, including labor and delivery services, and a future neonatal intensive care unit. Among other features, the new facility will include six state-of-the-art operating rooms, two catheterization labs and a comprehensive imaging suite.



Orlando Health Wiregrass Ranch Hospital

Orlando Health has announced its expansion in the Tampa Bay area with plans for a new hospital in Wiregrass Ranch. Located at the northeast corner of the intersection of State Road 56 and Wiregrass Ranch Boulevard, Orlando Health Wiregrass Ranch Hospital will be easily accessible for residents living in Pasco County and northern Hillsborough County.

Slated as a 300-bed multi-story hospital and wellness campus, patients will have seamless access to emergency and inpatient care from clinical experts in multiple specialties, the highest quality diagnostic services, and Orlando Health's network of primary and specialty care providers.



Orlando Health Lakeland Highlands Hospital

A new hospital with 136 inpatient beds plus 24 emergency department beds will increase access to high-quality healthcare for residents in the fast-growing neighborhoods and communities on Lakeland's south side. Orlando Health Lakeland Highlands Hospital and the associated campus will be situated on approximately 80 acres south of the Polk Parkway at Lakeland Highlands Road and the Winter Lake Extension Road. The new hospital is expected to be open by fall 2024.



New Orlando Health Emergency Room Opens in Reunion Village

To continue to meet the growing need for emergency services driven by Central Florida's rapidly increasing population, Orlando Health opened its seventh stand-alone emergency room in May. Located along the I-4 corridor on Osceola Polk Line Road in Davenport, the Orlando Health Emergency Room – Reunion Village is a full-service emergency room open 24 hours a day, 7 days a week and fully staffed by board-certified emergency medicine physicians, registered nurses and trained clinicians.

The 12,000-square-foot facility is designed to efficiently deliver high-quality medical services to patients seeking emergency care for serious injuries or life-threatening conditions. The facility has 11 treatment rooms, which includes a specially designed resuscitation room. Patients have access to an array of imaging services, including ultrasound, X-ray and CT scans, as well as a fully operational laboratory for on-site testing and results.

Lakeview Surgery Center Brings Outpatient Gastroenterology Services to Dr. Phillips

The Orlando Health Digestive Health Institute has a new ambulatory surgery center offering general gastroenterology outpatient procedures for patients in southwest Orange County. The Lakeview Surgery Center, an affiliate of Orlando Health, opened in spring 2022 on the Orlando Health Dr. P. Phillips Hospital campus.

With approximately 10,000 square feet of space, the Lakeview Surgery Center features three state-of-the-art procedure rooms and 12 preoperative/recovery beds. Highly skilled board certified physicians perform a range of gastroenterology surgical procedures to include colonoscopy and endoscopy procedures.

Orlando Health Acquires Medical Center Radiology Group

Orlando Health has acquired Medical Center Radiology Group (MCRG), effective October 1, 2022. MCRG's board-certified radiologists have interpreted medical imaging for the healthcare system for many years, with a partnership that began in 1949.

In addition to the acquisition resulting in an enhanced delivery of imaging services, Orlando Health patients who require these services also will benefit from consolidated billing, clinical standardization and growth of the group to include greater subspecialization – in alignment with Orlando Health Medical Group and the subspecialties its physicians provide.

Hospital Care at Home Program

Orlando Health's Hospital Care at Home program is a new clinical service developed to provide another option for patients and families to receive the same great care they have come to expect at the health system's hospitals, but beyond the walls of the traditional acute care facility. Specifically, this transformational program extends Orlando Health's clinical reach by safely and effectively bringing hospital-level care to the convenience and comfort of our patients' homes.

It has been proven that many medical conditions can be cared for safely in a home-based program. Patients eligible to be admitted into the program are continuously connected with their healthcare team through a combination of sophisticated technology and devices, coupled with regularly planned and coordinated in-home care services. Services such as mobile diagnostics, electrocardiograms, echocardiograms, ultrasounds, phlebotomy, pharmacy, infusion, physical therapy, occupational therapy, oxygen therapy, care management, and dietary meals may be deployed to the home pending patient-specific care needs.

Clinical research has shown that similar programs are not only operationally feasible and cost-effective for patients, payers, employers, and health systems, but that they deliver better outcomes and provide a more patient-centric experience. Programs similar to Orlando Health's model have shown more than 50 percent decreases in hospital 30-day readmission rates, lowered medical costs, reduced infection rates, greater patient mobility, and an enhanced patient experience, with many programs ranking in the top decile for patient satisfaction.



Network Care Experiences as told by your OHN Care Coordinators

Technology is the Key

An Orlando Health care navigator completed a routine welcome home call following a patient's hospitalization for surgery and learned the patient was in significant pain. The patient tearfully explained that the healing process was more difficult than expected, and she had developed a rash on her back that was itchy, uncomfortable and painful. The care navigator discovered that the patient had tried to reach out to her surgeon and primary care physician regarding the rash but was still pending follow up. She then recognized that the patient was subscribed to Orlando Health MyChart and suggested that she send her provider a direct message through the application, including a picture of the skin issue. The patient was hesitant and stated she was not "good at technology," but the care navigator reassured her it was simple and offered to walk her step-by-step through the process. In just a 15-minute guided phone call, the patient was able to utilize MyChart to address her needs and had a prescription for the rash sent to her local pharmacy that same day. The patient was so grateful to have learned this new skill and for the care navigator's support through the process.



A "HUG" for Our Patient

A patient in the High Utilizer Group (HUG) cohort, a small group of patients across the health system who readmitted to the hospital setting four or more times in a rolling year period, had recently been discharged from the hospital after receiving care for rib fractures he sustained in a recent fall. During the welcome home call, an Orlando Health care coordinator learned that the patient was discharged with several prescriptions for pain management but was unable to retrieve his prescriptions due to transportation barriers. The patient stated that the pain was increasing, and he believed the next best option was to return to the emergency department for treatment. The care coordinator connected with the pharmacy team to explore immediate options to manage his discomfort, who were then able to reach out to the patient's preferred pharmacy and determine that two of the medications were ready for pickup. However, the third medication required an insurance prior authorization from the patient's health plan, which could not be obtained by the local pharmacy. The Orlando Health Scripts specialty pharmacist stepped in to input a manual prior authorization to obtain acceptance from the patient's insurance company and was able to secure a courier delivery service to pick up the three medications and deliver them to the patient's home that same day. The care coordinator followed up shortly after to determine that the patient did receive his medications and felt significant pain relief.



Meeting Patients Where They Are

A Medicare patient was discharged home with home health. When an Orlando Health care navigator reached out to welcome them home, the patient's wife shared that her husband was very weak, could not get out of bed, and that she was having difficulty assisting him with his activities of daily living. After speaking with her husband's primary care physician, the wife felt they were without options and may need to return to the hospital for additional care arrangements. The care navigator calmed the wife and assured her all would be well. She then called on Orlando Health's Community Paramedicine partner to perform a home visit to provide in-home assistance while the primary care office worked to get an immediate order to secure a home health aide for assistance with rehabilitation and activities of daily living. The order was sent the same day, and a home health aide visited the patient's home the very next day.

Letter from the Medical Director



Dear Orlando Health Network Colleagues,

First and foremost, I would like to introduce myself as the newest medical director for the Orlando Health Network – Ashley Dlugokienski, MD. I am honored and excited to work with this network of incredible providers to advance our value-based care mission at Orlando Health.

I am excited to bring my knowledge, expertise and energies to the table as we continually work toward providing the best evidence-based, patient-centered care options for our patients. As a fellow provider, I also want to take this opportunity to thank you for being in this network and for your hard work and dedication in providing the best possible care for our patients, especially over these past few years.

As medical director, my goal is to support the development of new health programs, lead current and emerging health and wellness initiatives, and assist with value-based care and high-risk care management on behalf of the network. These boundless efforts remain seminally focused on our shared goal of achieving the quadruple aim of improving health outcomes, reducing medical costs, driving superior provider experience and enhancing the patient experience.

I am proud to serve on this team at Orlando Health, one that puts the patient at the core of all that we do and exemplifies compassion and professionalism in every aspect of our work. I am confident we can deliver quality care, raise performance standards and continue to achieve great things together. Through our various objectives highlighted above, and in partnership with you all, I hope to share my experience and expand the success of the network in the years ahead.

Warmest Regards,

Ashley Dlugokienski, MD



**Ashley
Dlugokienski, MD**

Network Provider Feedback



Todd Jeremy Sontag, DO

Orlando Health Physician Associates | Family Medicine | OHN Member Since 2015

"Being a member of OHN is a huge benefit to both me and my patients. This partnership not only helps me provide the best possible experience for my patients but also eliminates redundancies in healthcare, such as repeated tests and imaging and unnecessary medical costs. With an integrated system of healthcare providers, and electronic medical records, I can see the entire patient care experience and easily collaborate with the patient's other healthcare providers. Together, we can manage every aspect of care from routine screenings to complex multispecialty care cases to provide all-encompassing, compassionate and quality care."



Melissa Velarde, MD

Interlachen Pediatrics | Pediatrics | OHN Member Since 2015

"Having the reliable support of OHN is a benefit that we value as an independent pediatric practice. In the early stages of the COVID-19 pandemic, we received their support to fit our providers with N95 masks and assist our administration with provision of information on locations to purchase personal protective equipment when it was difficult to find. OHN went above and beyond in providing weekly updates and webinars for information regarding the pandemic.

"Being a member physician of OHN is important not only because they are a great resource for providers, but also because it is a way for providers to be held accountable for providing the highest quality of care. OHN is constantly finding ways to improve access to care and to put patients first, while collaboratively working together with community providers. They hold practices to a high standard, and providers who are in the network should feel proud to be recognized for this high-quality level of care. It is a privilege to be a part of OHN and what they represent – excellence and innovation."



Bryan Roy, MSN, APRN, FNP-BC

Southwest Orlando Family Medicine | Family Medicine | OHN Member Since 2015

"I can describe OHN in two simple words: Patient First. OHN's patient-first mentality differentiates them from other network models that tend to shift care into delivery models that actually serve to increase costs.

"As an independent practice, our group has been able to evaluate multiple clinical networks, and OHN has clearly differentiated itself. OHN has been consistent with clear communication, investment in frontline clinical support and tools, competitive value-based contracting, and the creation of opportunities to deliver high quality clinical care since inception. They understand how primary care drives great patient outcomes and, more broadly, improves community health. Providers benefit from OHN's well-managed clinically integrated network as they are able to both remove barriers and provide resources allowing our providers to have more meaningful patient interactions.

"OHN uniquely provides resources and opportunities for clinicians to be a voice of change as we strive to improve care for our payer partners, employers and, most importantly, our patients. In the past decade of partnering with OHN, and much longer with the Orlando Health hospital system, I have found all levels of the organization have truly embraced a patient-first culture and extended it to their community partners through the resources they offer."



Tiffany Cross, DO

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

"Being able to join a reputable organization like Orlando Health has been incredibly rewarding, and I find working with physicians that have chosen to become part of a long-time family inspiring. I believe it is important to be part of the Orlando Health Network because we as physicians serve an important role in achieving a better patient experience, improved population health outcomes and lower healthcare costs. I joined OHN immediately following residency and it has been the best choice I have made."

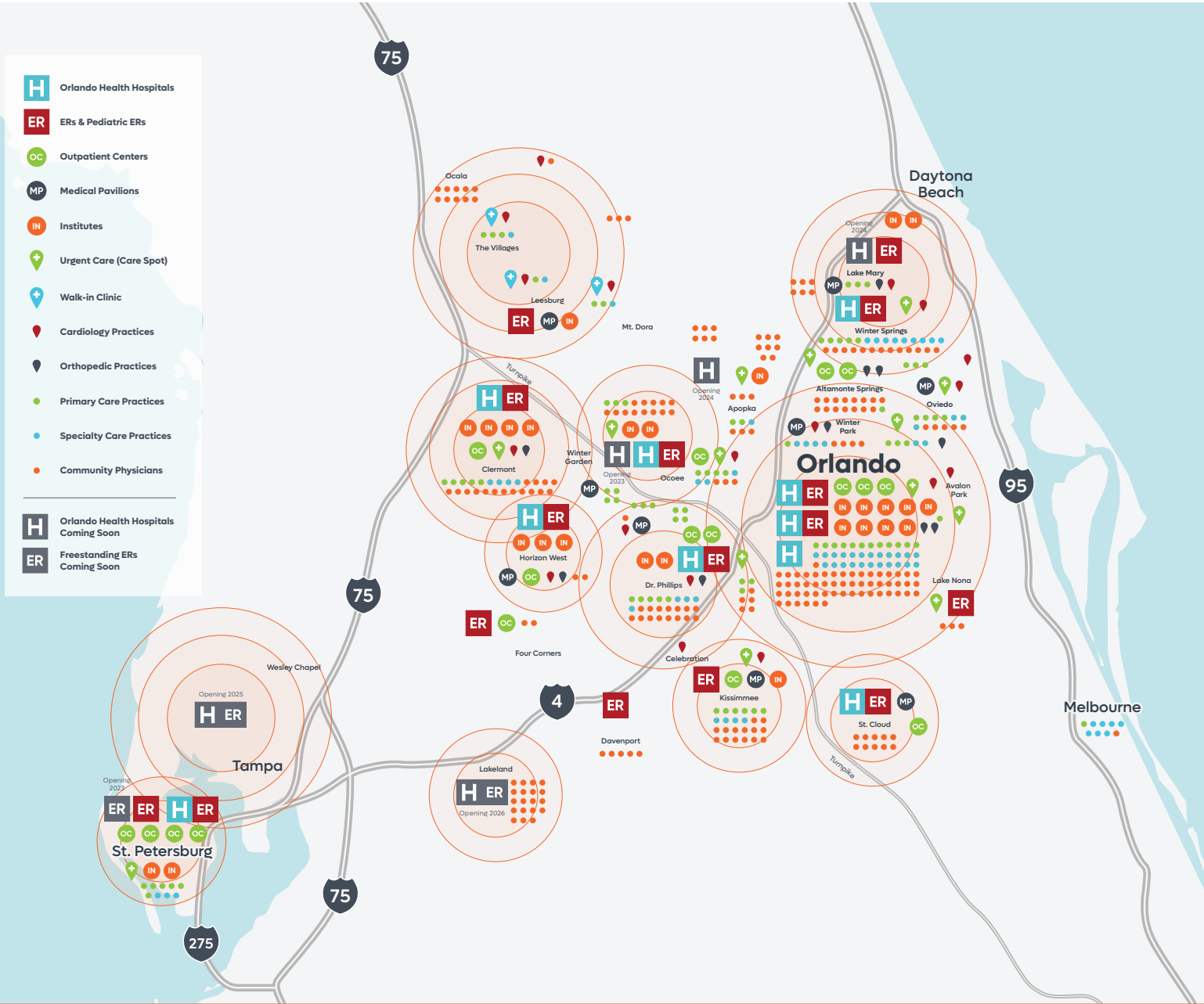


Caroline Nguyen-Min, MD

Orlando Health Physician Associates | Internal Medicine | OHN Member Since 2015

"Being a member of OHN has been incredibly valuable to me and my practice. In the past few challenging years, I have found ample support through clinical collaborations with OHN. Many available resources have aided my staff and me in our strides toward improving the quality of care we provide to our patients. I am glad that as a part of a clinically integrated network backed by a large health system, I am always equipped with the latest technological advancements, performance reporting insights and other tools. With this support, I can stay apprised and involved in the overall goal of providing value-based care every day."

Network Map



Hospitals

Orlando Health Orlando Regional Medical Center
 Bayfront Health St. Petersburg
 Orlando Health Dr. P. Phillips Hospital
 Orlando Health – Health Central Hospital
 Orlando Health Horizon West Hospital

Orlando Health South Lake Hospital
 Orlando Health South Seminole Hospital
 Orlando Health St. Cloud Hospital
 Orlando Health Arnold Palmer Hospital for Children
 Orlando Health Winnie Palmer Hospital for Women and Babies

Bayfront Health Network – Network Updates

Bayfront Health Network (BHN) has made marked advances in building provider partnerships and delivering patient-centered, high-value care for nearly 10,000 patients across the St. Petersburg and Tampa Bay region since forming late in Plan Year 2020. With a sharp focus on ensuring access to care for patients, BHN is committed to leveraging the strengths of its participating providers and empowering them to deliver exceptional care using network available resources.

BHN supports the independence and autonomy of each private practice physician while simultaneously enabling greater collaboration and improved quality through shared resources, advanced technology and clinical best practices that align with new models of care delivery. By utilizing advanced data reporting, participating providers are equipped with actionable insights and strategies specific to improving quality and delivering value to their practice and patients.

BHN routinely assesses opportunities and communicates findings to providers in the network, enabling them to reimagine their workflows to maximize efficiency, value and, most importantly, delivery of a positive patient experience. Working hand-in-hand with participating providers, BHN's approach ensures that all patients receive the right care at the right time and provides a level of oversight that has led to better patient outcomes, reduced cost of care through prevention of unnecessary or duplicative services, minimized hospitalization risk and decreased avoidable emergency room visits.

2020

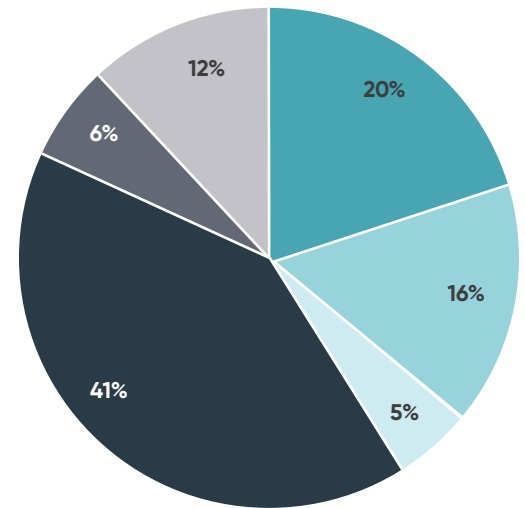
Bayfront Health Network formed shortly after Bayfront Health St. Petersburg joined the Orlando Health system.

2021

BHN expands to include community-based primary care and specialty care providers while bringing several value-based arrangements with Aetna, Florida Blue and Cigna to market.

2022

Bayfront Health St. Petersburg Medical Group begins participation in the Medicare Shared Savings Program (MSSP) with Orlando Health as part of its Orlando Health Collaborative Care accountable care organization (ACO).



- BHN Employed Specialty Care
- BHN Employed Primary Care
- BHN Employed APPs
- Community Affiliated Specialty Care
- Community Affiliated Primary Care
- Community Affiliated APPs

Facility Development

Bayfront Health Digestive Health Institute

Designed and developed by a panel of internationally recognized experts in their fields, the Bayfront Health Digestive Health Institute is a highly specialized gastrointestinal diagnostic and treatment program designed to serve patients from across the southeastern United States. The institute integrates medicine, surgery, radiology and pathology to optimize care for patients with complex and general digestive and liver disorders.

Bayfront Health Weight Loss and Bariatric Surgery Institute

The Bayfront Health Weight Loss and Bariatric Surgery Institute offers a complete program for long-term weight loss. A highly skilled bariatric surgery team includes board-certified surgeons experienced in performing successful minimally invasive laparoscopic and robotic bariatric surgeries – including gastric bypass surgery. Along with surgeons, the team includes specialized nurses and registered dietitians who will partner with patients to help patients achieve lifelong success. In addition to losing weight, long-term weight loss through bariatric surgery can help resolve hypertension, sleep apnea, reflux (GERD), asthma, stress incontinence, depression and more.

Coming Soon

Bayfront Health Emergency Room – Crossroads

The planned stand-alone emergency department will include a three-story, 42,000-square-foot building with a 14,000-square-foot emergency room located on the ground floor and space for future use located on the second and third floors. The emergency room will include 12 exam rooms, including two resuscitation rooms, six areas where patients can comfortably wait for their results and an ambulance bay. The opening of Bayfront Health Emergency Room – Crossroads is expected in spring 2023.



Bayfront Health Medical Pavilion – Institute Square

Bayfront Health is teaming up with three of the state's top medical specialists to build its new Bayfront Health Medical Pavilion – Institute Square. The pavilion will be a technically advanced facility offering world-class care to the Tampa Bay region and beyond through partnerships with the Florida Cancer Specialists & Research Institute, Florida Orthopaedic Associates and Women's Care.

Cancer care at the new facility will be provided by multiple oncology specialists and physicians offering services in urogynecology, colorectal, thoracic, lung, head and neck, breast and skin cancer treatments. Florida Cancer Specialists & Research Institute, the largest community oncology practice in Florida, and Women's Care, which now numbers more than 100 locations across the United States, are partnering with the Bayfront Health Cancer Institute, the Orlando Health Cancer Institute and Bayfront Health St. Petersburg radiation oncologists to provide unparalleled personalized care.

Bayfront Health Women's Pavilion

Bayfront Health is leading the way when it comes to improving women's health in Tampa Bay. The hospital has announced plans to build the Bayfront Health Women's Pavilion on the main downtown St. Petersburg campus. The three-story, 60,000-square-foot state-of-the-art outpatient complex will be a technologically advanced facility dedicated to women's health and wellness.

The Women's Pavilion will have the latest imaging tools for screening and diagnostic capabilities for a team of highly trained and compassionate physicians. It also will be home to a multispecialty practice with access to specialties like urogynecology. Bayfront Health is proud to partner with Women's Care for its new facility. Women's Care will provide many of its service lines in the new pavilion. Women's Care has grown tremendously throughout the years with more than 100 locations across the United States. Bayfront Health and Women's Care have a combined experience of more than 100 years providing healthcare to the region. This strong commitment will lead to a stronger partnership for comprehensive women's care in all stages of life and health. The Bayfront Health Women's Pavilion is expected to open in early fall 2024.



Clinical Transformation Initiatives

High Performing Post-Acute Care Network

To meet the needs of the St. Petersburg and Tampa community and allow for improvements in patient care across the continuum, Bayfront Health St. Petersburg and Bayfront Health Network (BHN) partnered to create the Skilled Nursing Facility and Home Health Agency Partner Networks. Through these networks, BHN produces scorecard reports that include key metrics allowing teams to monitor performance and collaborate with community post-acute care providers. Bayfront Health St. Petersburg is committed to reconnecting and fostering synergistic relationships with partners in the community to surpass the standards that patients expect.

Hospitalist Performance

Determined to achieve excellence in patient care and manage variation, Bayfront Health St. Petersburg and BHN teamed up to evaluate the performance of hospitalist providers within the network. Led by Bayfront Health St. Petersburg's chief medical officer, Trina Espinola, MD, the health system's targeted improvement strategies, with the goal of achieving a higher quality of care, have been activated to focus on Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores, clinical quality metrics and outcomes, and operational effectiveness among valued hospitalist providers.

Diversity, Equity, Inclusion and Belonging Initiatives

Bayfront Health St. Petersburg recognizes the diversity of the communities, patients, families, physicians and team members served. The hospital is proud to embrace diversity in all its forms, including race, ethnicity, culture, gender, gender identity, age, disability, national origin, sexual orientation, socioeconomic status and religion. Bayfront Health St. Petersburg is continually striving to incorporate multicultural and diversity awareness into patient care, and the hospital has implemented education and training programs for team members. By mirroring the diversity of the communities Bayfront Health St. Petersburg serves, the hospital is better equipped to relate effectively to patients and their families. This year, Bayfront Health St. Petersburg had the privilege of participating in several events celebrating diversity and awareness, including the St. Petersburg Martin Luther King Jr. Parade and several events during St. Petersburg Pride Month, to name a few. Additionally, Orlando Health expanded its award-winning Diversity and Minority Business Development Program to businesses in the St. Petersburg market. As part of the program, small business and minority business owners are provided equal access to industry opportunities.



Care Coordination

Bayfront Health Care Experiences as told by your BHN Care Coordinators



Lost and Found

A BHN care coordinator reached out to a patient who was recently discharged from an inpatient rehabilitation unit to discuss the plan of care, including the patient's prescribed medication list, with the patient's caregiver. During the conversation, the caregiver expressed concern that the patient had lost two blood pressure medications, although the patient remembered bringing the prescription bottles with her to the hospital. In addition, the patient was unable to afford the new medication prescribed while she was in the hospital. The care coordinator swiftly connected with the Bayfront Health St. Petersburg Scripts pharmacy team and together, they were able to work with the patient's preferred pharmacy to obtain a free 30-day supply of the new medication. Additionally, a follow-up appointment with the patient's primary care provider was scheduled so the patient could discuss a more affordable medication alternative moving forward. The care coordinator simultaneously worked with the inpatient hospital pharmacy team to locate the patient's original medications that were left behind in the safe of the patient's room. The patient was contacted, and the care coordinator provided pickup instructions for the caregiver to retrieve the medications that same day.

Coordinating Connections

A patient recently discharged from a nearby out-of-network hospital received a call from his BHN care coordinator as part of the standard transitional care management workflow. Upon reviewing the patient's chart, the care coordinator noticed that the attending hospitalist had advised the patient to stop all blood pressure medications upon discharge and despite much reluctance, the patient was scheduled for a post-discharge follow-up appointment with his primary care provider to review the medication adjustments. The patient also revealed that he was heartbroken after losing his partner of 41 years and consequently was not taking care of himself, including not eating or getting enough fluids – all of which contributed to his recent hospitalization. Thankfully, the patient did subsequently come in for the follow-up care, his medications were appropriately reviewed and the care coordinator was able to connect him with a social worker to ensure he received the necessary grief counseling he needed in the wake of his significant other's passing. Thanks to the attention and alignment of resources across the network, the patient was helped in more ways than one.





Notable Partnerships



Tampa Bay Rays and Tampa Bay Rowdies

As the Official Healthcare Partner of the Tampa Bay Rays and the Tampa Bay Rowdies, Bayfront Health St. Petersburg is focused on providing top-tier healthcare to sports fans and the community. Bayfront Health St. Petersburg has teamed up with the Rays and Rowdies to promote wellness, provide healthcare education, and inspire a more active and healthy community. Through their partnership, Rays and Rowdies team members and Bayfront Health St. Petersburg team members have joined together on several projects to promote health and wellness, as well as on focused efforts to make St. Petersburg a healthier community.



Firestone Grand Prix of St. Petersburg

With a long-time relationship of providing medical coverage to spectators, Bayfront Health St. Petersburg became the Official Healthcare Partner of the Firestone Grand Prix of St. Petersburg. As part of the relationship, providers and clinical team members with Bayfront Health St. Petersburg provide fans and spectators of the event with onsite medical support.



Fort Desoto Trilogy

Bayfront Health St. Petersburg is the Official Medical Team for the Fort Desoto Trilogy, an annual three-race triathlon held in Fort DeSoto Park. As part of the agreement, physicians and athletic trainers with Bayfront Health St. Petersburg provide on-site medical support to athletes participating in the races.

GuideWell Partnership

Specializing in high-quality and extensive medical services and serving as an extension of care for unscheduled primary care needs, GuideWell Emergency Doctors is now in-network for Bayfront Health St. Petersburg team members. With the expansion of six locations in Pinellas and Hillsborough counties, this partnership provides convenient, affordable and coordinated care from board-certified emergency medicine doctors in the St. Petersburg and Tampa communities.

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

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

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

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

ORLANDO HEALTH[®]

To learn more, visit
[OrlandoHealthNetwork.com](https://www.OrlandoHealthNetwork.com)