

Orlando Health Rehabilitation Institute

Strategy Plan

2015-2018

Orlando Health Mission: *To improve the health and quality of life of the individuals and communities we serve*

Orlando Health Vision: *A trusted leader inspiring hope through the advancement of health*

Orlando Health Rehabilitation Institute purpose: *Though interdisciplinary rehabilitation we will relieve, restore and reintegrate.*

Introduction

The mission of Orlando Health and the Orlando Health Rehabilitation Institute (OHRI) is to improve the health and quality of life of the individuals and communities we serve. OHRI has five major areas of specialization including the Inpatient and Outpatient Brain Injury, Spinal Cord Injury, Stroke, and Multi-service programs and the single service outpatient rehabilitation programs. These specialized rehabilitation programs, working in continuity with the Level One trauma center located within Orlando Regional Medical Center, serve to make OHRI a “Center of Excellence” for rehabilitation in Central Florida, offering a full continuum of rehabilitation services to patients and healthcare providers.

As an integral part of Orlando Health, OHRI is well integrated in the evolving mission and vision of the organization. Orlando Health has embarked on a strategic journey to create a new model of care. This model of care develops a culture of patient first and requires clinical integration and seamless coordination of all aspects of the patient experience. Physician collaboration and quality driven extraordinary care are crucial elements of this model. Orlando Health Rehabilitation Institute has integrated the six (6) strategic imperatives of the Orlando Health Strategy Plan into our strategic planning. These imperatives are *Quality and Safety, Physician Loyalty, Best Place to Work, Growth and Innovation, Economics and Ease of Use*. The Orlando Health strategy has transformed and is continuing to transform all of our processes and practices to lead us into a truly patient first environment.

Overview

The financial health of Orlando Health is very sound despite the recovering economic climate in the state and specifically in the region over the past several years. Through sound fiscal principles Orlando Health has both met and exceeded its budgetary goals. With the goal of maintaining high quality standards, Orlando Health continues to invest in its capital infrastructure and provide the latest technology to staff and physicians. The organization committed to a redesign and renovation project including a remodeling of many areas and a state of the art bed tower on the ORMC campus. The new bed tower has allowed the relocation and expansion of the inpatient rehabilitation facilities. The organization has committed over

twenty-two million dollars to the growth and expansion of the Orlando Health Rehabilitation Institute.

ASPIRE (in accordance with the strategic planning platform adopted by CARF, the remainder of this document will follow the ASPIRE format.

I. Assessment:

Regulatory: As in previous years regulatory challenges pose continual threats as change has become the norm; including healthcare reform and changing payment models, the continued rise of transparency in healthcare outcomes, changing patient safety standards, and ever increasing compliance oversight. These threats can be repositioned as opportunities given the right strategic framework. Transparency plays an integral role in the OHRI practice model. Compliance oversight in the post-acute arena from the OIG (Office of the Inspector General) and other parties is a constant threat. Monitoring these changes and developing long term flexible strategies to employ successful tactical changes will be critical.

Patients/Clients: Consumerism is continually on the rise in today's arena. This presents a great opportunity. Through continued analysis of our patient comments regarding their experience, customer service data, and ongoing direct communication with the person served, we continually improve our ability to understand the needs of our patients.

Funders: Healthcare reform has required payers, governmental and otherwise, to move in a fast paced direction toward accountability, value, and efficiency. Greater access to quality and cost data is providing governmental payers the tools to eliminate waste from the system and push providers to demonstrate their worth and justify their reimbursement. The broad definition of funders and their representatives, while traditionally mostly governmental and commercial payers, now also includes recovery audit contractors (RACS), payers, and patients. Transparency is on the rise, and there is a premium on value and cost control. This is consistent throughout funding sources and throughout our patient populations' expectations. With the impending emergence of bundled payment structures, continued reductions in reimbursement, and reductions in qualifying patients create an environment where our competition may expand beyond the other rehabilitation units to Skilled Nursing Facilities (SNFs), Long Term Acute Care Hospitals (LTACHs), and other sub-acute providers. Our strategies are amenable to changes in tactics as these initiatives and threats evolve.

Community members: Consistent feedback from our community members emphasizes our continued challenge with patient access to services. We have positive feedback from this group on the care provided, yet our challenges include lack of access and public awareness of our services. This lack of access and lack of awareness/visibility create a limited presence in the community as a premier provider. Based on this input and bed count/high occupancy percentage comparisons to like markets with similar demographics, we have growth opportunity in this region. Our demographics vary somewhat from the rest of the state, with a younger population than other regions with more retirees. With the growing rehabilitation needs of UF Health Cancer Center at Orlando Health, and having one of the busiest trauma centers in the nation, we have excellent opportunities for growth. We have recently seen the

emergence of another Inpatient Rehabilitation Facility (IRF) in our region. Our organization has responded to the community needs with a greater emphasis on the continuum of care and improving accessibility to our rehabilitation services. This is demonstrated in the organizations investment into state of the art facilities, development of population health initiatives and being of the forefront of embracing bundled payment models.

Internal Stakeholders: We seek input from departments throughout the organization, including but not limited to, finance, human resources, administration, strategic development, physician groups, frontline staff, the Board of Directors and the Foundation to analyze our positions and develop our strategies. We are well aligned with corporate strategy. With the move of inpatient rehabilitation to the North Tower we are both structurally and programmatically aligned with our counterparts in the acute care arena and the only regional Level One Trauma Center. Clinically, we have well integrated processes. Operationally, we have teamed up to identify opportunities and act on them related to mutual needs. Using our contribution margin as our measuring post, which is our corporate model, we have experienced excellent progress. Meeting these internal stakeholders' expectations is critical to generating internal support for our strategic plan and to continue to meet our patient needs. Continual progress in the financial outcomes will be critical to establishing a funding source for future investment for rehabilitation and the organization as a whole.

Strategy

With the significantly unpredictable external environment, the strategies we set must be flexible enough to address the changing environment while remaining consistent and founded in our departmental mission and overarching corporate mission. Such strategies must allow for a tactical plan the operations teams can modify based on the analysis of data from multiple sources. Furthermore, the strategic plan must maintain tight integration with corporate strategies to ensure the modification of our tactics to stay aligned with the needs of our parent organization while on target with our assessment of stakeholder needs in the community. This strategy allows us to maintain an overall direction from our governing executives and board.

II. *Persons Served*

Person Served Summary:

Feedback is gleaned from our stakeholders in several formats including patient comments, customer service data, and ongoing direct communication with our patients and their families. This feedback is continually analyzed for both service recovery and process improvement. Orlando Health Rehabilitation Institute has consistently exceeded our inpatient and outpatient nationally benchmarked satisfaction goals. Functional outcomes remain positive demonstrating functional improvement for all diagnoses Through our growth strategies, founded on quality and safety, sound economics and ease of use, we will not only be able to integrate the needs of our community and patients, but also improve the volumes and financial results of Orlando Health as a whole. Following discussion of our strategies with our stakeholder groups, we believe that our strategies are broad enough that if executed well, we can improve our value to our stakeholders.

III. *Implement the plan*

Due to the coordination of our key stakeholders in developing our strategy, our implementation is sound. This methodology reflects the legal/regulatory requirements as well as creates a safe and healthy environment.

Throughout the implementation of our strategies, we have consistent elements guiding us. Our legal status is monitored by our in-house as well as our retained counsel. We have excellent controls in place from a fiscal perspective; via a chain of review including personally invested rehabilitation leadership and administration, an independent finance team and independent auditors providing crucial objective input into the financial operations of Orlando Health as a whole. Human resources, risk management, regulatory, safety, information services, and environmental services are among the many departments that assist us and guide us in the implementation of our strategy.

The operational tactics used in implementation of our strategy will employ the following objectives in implementation. **(See attached Document)**

IV. *Review results*

We monitor our metrics and indicators to ensure we are progressing towards our goals. We routinely monitor our expenses, gross revenues, service, and quality variances. We use a wide variety of technology to aid us in this (UDS, FOTO, EPSI, Trendstar, HBI, Action OI, Press- Ganey) as well as continual communication with our team members and patients. Our approach for review is an integrative model of quantitative and qualitative information, necessitating open and direct communication throughout the organizational structure. The results of our ongoing reviews and outcomes are reported annually to our stakeholders.

V. *Effect change*

Our annual outcomes meeting include all of the necessary parties to enact change. As a group we can integrate experience, with numerical data and qualitative information to decide when tactics need modifications in an effort to achieve our strategies.