



Value Report 2020

ORLANDO
HEALTH[®]

Network



LETTER FROM THE CHAIRMAN

Dear Friends and Network Colleagues,

As I write this foreword, we find ourselves in arguably the most distressing period in the history of modern medicine — a pandemic that has taken over a million lives worldwide. So, before all else, I want to say I sincerely hope that you, your family and your loved ones are safe and well as you read this edition of the Orlando Health Network (OHN) Value Report. Trust that we will get through these difficult times, and we will do it together.

COVID-19 has reshaped our industry and most certainly will have a rippling effect on our practices in the years ahead. Yet, while the disruption to date has been unnerving, I can say it has been tremendously heartening to see how we have come together as a community to collectively fight this common enemy.

We have seen tremendous collaboration between various organizations — physician practices, health systems, insurers and employers, and public agencies, among others — in an effort to defeat this adversary. And while there may have been missteps along the way, we can take this as a moment to learn from those errors to continue to improve our processes for better outcomes.

Thus, as I reflect upon what undoubtedly has been the most challenging year of my career, it seems fitting and almost symbolic that it occurred in 2020 — a number that, when said aloud, is considered synonymous with the medical definition of “perfect vision.” Striving for perfection will always be the goal of our network providers, and a vision of patient-centric care will be what gets us there.

Looking back and building on this theme of vision, I can share just how proud I am of our amazing work this past year. As you will read here, OHN once again delivered on its promise to drive the highest quality, most cost-effective care in the region. The network has now eclipsed 275,000 covered lives with a network of more than 5,000 providers. With this growth, OHN has managed to sustain its elite performance and securely positioned the network as one of the most successful in the nation. In hindsight, these feats are

remarkable, and I am in awe of the results we have been able to achieve for our community.

Looking ahead, this is a moment to amplify the efforts of our shared vision — to be the provider network of choice to the patients, families, physicians and payers in our community. In partnership with Orlando Health, OHN has differentiated itself as the leading organization delivering transformative, value-based care in the Central Florida community and beyond. Because of our results, as our clinical reach and footprint continue to expand, we can confidently say it is to the benefit of our aligned providers, payers and businesses we partner with, and, most importantly, our patients.

To close, in last year’s report, I remarked that the impact we make on our patients’ lives is the most meaningful part of what we all do — for me, this has never rung truer than it does now. The work we do is not just saving lives, but changing lives for the good. None of this would be possible without the day-in and day-out commitment of each and every one of our aligned physicians, advanced practice providers, nurses and frontline healthcare workers. So, in spite of the headwinds we may come to face now or in the future, I feel confident we will continue to forge ahead together, and we will prevail.

As always, it is an honor and a true privilege to be a member of this community we call the Orlando Health Network. It is also my distinct pleasure to present to you this year’s Orlando Health Network Annual Value Report, highlighting all our great works from the past year and looking ahead at the many we will surely accomplish in partnership. Thank you again for your participation, passion and commitment to our shared value-based aims.

Warmest Regards,

John Cappleman, MD
Board Chairman
Orlando Health Network

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Medicare Shared Savings Program

Orlando Health has completed its seventh year participating in the Medicare Shared Savings Program (MSSP). Through its agreement with the Centers for Medicare and Medicaid Services (CMS), the organization is now responsible for managing the care for approximately 17,000 Medicare beneficiaries.

A lot has changed since pioneering the state's first hospital-led MSSP Accountable Care Organization (ACO) in 2013, now formally known as Orlando Health Collaborative Care. Orlando Health Collaborative Care first began in the program as a participant in CMS's Track 1 model before transitioning into the most advanced payment model, the MSSP Enhanced ACO Track, in July 2019.

Since its inception, the program models have continuously evolved, gradually making participating provider organizations more and more responsible for cost and quality outcomes of the beneficiaries they serve. In this newest model, Enhanced Track ACOs have even greater risk exposure, meaning increased reward opportunity for strong performance with greater downside financial risk for suboptimal performance.

Orlando Health is proud to report that, combining its prorated 2019 performance with prior program-to-date success, Orlando Health Collaborative Care has amassed more than \$30 million in savings to CMS. Moreover, based on the ACO's 2019 performance, the organization also has received an incentive payment for its cost savings to target and strong quality results.

Most impressively, Orlando Health Collaborative Care has consistently earned high quality marks every program year since inception. Performance Year 2019 was no different, as the ACO received a 92.5 percent quality performance score overall, again making it among the best in the program.

This sustained performance of year over year cost savings coupled with leading quality outcomes have consistently led to Orlando Health Collaborative Care's recognition in *Becker's Hospital Review* as a "Top ACO to Know."

For more information about Orlando Health Collaborative Care, you can visit: OrlandoHealth.com/Orlando-Health-Collaborative-Care-ACO.

OVERALL ACO QUALITY SCORE: 92.5%

PATIENT AND CAREGIVER EXPERIENCE QUALITY DOMAIN SCORE: 100%

PREVENTIVE HEALTH QUALITY DOMAIN SCORE: 96.3%

AT-RISK POPULATION QUALITY DOMAIN SCORE: 100%



Bundled Payment Programs

Bundled Payments for Care Improvement Advanced

Orlando Health began participating in CMS's voluntary Bundled Payments for Care Improvement Advanced (BPCI-A) program in January 2020. Through this program, the organization seeks continued collaboration with its in-network specialists to further improve quality while simultaneously reducing overall expenses in 11 unique episodes of care.

In the legacy version of the program, Orlando Health was able to generate more than \$20 million in cost savings to CMS through the work of strong multidisciplinary collaboratives led by engaged physician champions. These groups routinely met in forums, now known as Bundle Operational Leadership Teams (BOLTs), to review opportunities based on program data. From these reviews, the teams were able to design new care pathways and establish enhanced partnerships for better care outcomes.

Ultimately, patients have and will reap the benefits of these better processes through lower costs and improved health outcomes, such as earlier mobilization following joint replacement surgery and reduced risk of rehospitalization. Orlando Health again bears risk in this federal program based on cost and quality performance, and thus will rely on its close partnership with providers to drive market-leading results to meet and exceed program benchmarks and, more importantly, collectively benefit our patients.

Comprehensive Care for Joint Replacement

Orlando Health has been participating in CMS's mandatory Comprehensive Care for Joint Replacement (CJR) bundled payment program since 2018. This program was designed by the federal government to curb spending for hospitals performing hip and knee replacements, predominantly focusing on the 90-day period following the hospitalization. Today, all Florida hospitals are required to participate, with each required to manage costs against the regionally determined benchmarks or be forced to pay annual penalty payments back to CMS.

In the most recently completed performance year, Orlando Health completed over 900 CJR qualified episodes. Notably, Orlando Health Dr. P. Phillips Hospital and Orlando Health - Health Central Hospital combined saved more than an estimated \$700,000 during that period.



Orlando Health - Health Central Hospital was honored with the "Most Improved Savings in CJR Performance" in Year 4 award by Premier, Inc.



CJR is now in its final performance year, but a proposed rule is expected to extend the program through 2023. Orlando Health looks forward to continued participation, however long that may be, as it is a chance to continue to deliver better outcomes and the best patient experiences at the lowest cost.

Orlando Health's 2020 Clinical Episodes

Inpatient Episodes of Care

- Cardiac Arrhythmia
- Cardiac Defibrillator
- Renal Failure
- Sepsis
- Spinal Fusion
- Stroke
- Seizures
- Gastrointestinal Obstruction
- Gastrointestinal Hemorrhage
- Fractures of the Femur, Hip or Pelvis

Outpatient Episodes of Care

- Percutaneous Coronary Intervention



Commercial ACO Performance



Florida Blue Accountable Provider Organization 2019 Hospital and Physician Quality Reporting Summary

Domain	Quality Measure	Orlando Health Network Performance*	Peer Performance
Experience	How do patients rate the hospital overall?	76.0%	68.0%
	How often did nurses communicate with patients?	79.0%	77.0%
	How often did doctors communicate with patients?	78.0%	77.0%
Readmissions	30-Day Readmission Rate for Heart Attack	As Expected	State Mean
	30-Day Readmission Rate for Heart Failure	As Expected	State Mean
	30-Day Readmission Rate for Pneumonia	As Expected	State Mean
Infection Rate	CLABSI in ICUs and Select Wards	Exceeded National Benchmark	National Mean
	Surgical Site Infections from Colon Surgery	Exceeded National Benchmark	National Mean
Care Improvement	Participation in the CathPCI Registry	Yes	Program Participation
Hospital Quality Performance Metrics - Summary		9/9 Hospital Quality Metrics Achieved	
Physician Quality	Colorectal Cancer Screening	62.7%	56.6%
	Cervical Cancer Screening	73.9%	67.4%
	Diabetic HbA1c Screening	90.4%	89.5%
	Diabetic Nephropathy Monitoring	89.8%	89.8%
	Appropriate Treatment for Pediatric URIs	91.2%	85.3%
Physician Quality Performance Metrics - Summary		5/5 Physician Quality Metrics Achieved	

*Green shading indicates Orlando Health Network met or performed statistically significantly better than the peer hospital/physician cohort for each indicated metric in the 2019 Performance Year.



Aetna Whole Health Accountable Care Organization 2019 Physician Quality Reporting Summary

Domain	Quality Measure	Orlando Health Network Performance*	Peer Performance
Physician Quality	Colorectal Cancer Screening	71.5%	71.5%
	Breast Cancer Screening	84.4%	82.6%
	Cervical Cancer Screening	87.2%	84.7%
	Diabetic HbA1c Poor Control (>9.0%)	12.3%	13.1%
	Diabetic Nephropathy Monitoring	97.3%	95.0%
Physician Quality Performance Metrics - Summary		5/5 Physician Quality Metrics Achieved	

*Green shading indicates Orlando Health Network performed better than the peer physician cohort for each metric in the 2019 Performance Year.



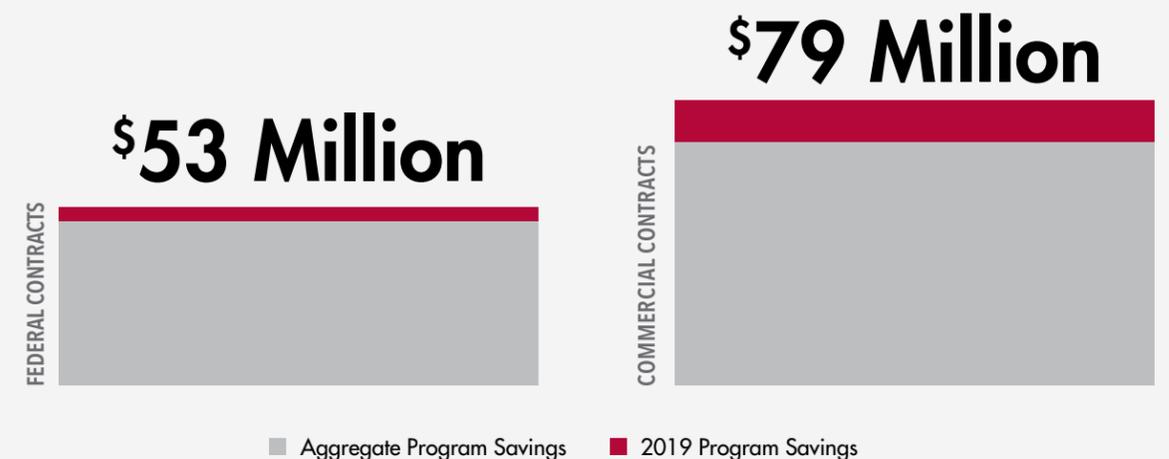
Cigna Collaborative Accountable Care 2019 Physician Quality Reporting Summary

Domain	Quality Measure	Orlando Health Network Performance*	Peer Performance
Preventive	Breast Cancer Screening	82.6%	79.1%
	Chlamydia Screening	46.9%	48.0%
	CAD Statin Use	72.9%	67.6%
Well Care Visits	Adolescent Well-Care Visit	71.3%	62.3%
	Infancy Well-Child Visit	79.3%	75.3%
Diabetes Care	Diabetic Retinopathy Monitoring	38.6%	35.0%
	Diabetic Nephropathy Monitoring	88.7%	85.1%
	Diabetic HbA1c Poor Control (>9.0%)	89.0%	85.6%
	Diabetic HbA1c Results Less Than 8.0%	77.6%	73.5%
	Diabetic Statin Use	88.4%	85.2%
Utilization	Low Back Pain Imaging Use	77.4%	73.6%
	Pediatric Pharyngitis Antibiotic Use	95.0%	91.1%
	Generic Dispensing Rate	88.0%	88.0%
	Pediatric URI Antibiotic Use	96.9%	92.1%
Physician Quality Performance Metrics - Summary		13/14 Physician Measures Achieved	

*Green shading indicates Orlando Health Network performed statistically better than the market peer cohort for each indicated metric in the 2019 Performance Year.

Total Shared Savings Generated Since Inception: \$132 Million

Commercial and Federal ACO Contracts



Disney Direct-to-Employer Arrangement

OHN has completed another successful year in its direct-to-employer relationship with The Walt Disney Company — the largest arrangement of its kind in the country. Through this partnership, Orlando Health is held accountable for quality and cost targets while bearing contractual risk based on its performance.

According to Quantros, a leading analytics firm utilized by Disney to evaluate quality, OHN again earned high marks in hospital quality with particularly high scores in the areas of mortality, complications and inpatient quality. The 96.3 Overall Hospital Care score ranks the system among an elite class in the “Excellent” category. OHN also performed exceedingly well with physician quality measures for the third year in a row.

During 2020 open enrollment, more Disney Cast Members selected the Orlando Health Cast Advantage health plan option due to an expansion of the service area. Plan membership surpassed the 26,000 total covered lives mark. Entering 2021, it is expected that even a greater portion of patients will receive their care through the Orlando Health Cast Advantage plan.

Beginning in 2021, OHN will be offering an expanded Disney ACO option. Participating primary care providers will be offered the opportunity to earn an incentive payment to reward for improvements in health quality outcomes and cost management. “Passing on an incentive payment to providers is another step towards achieving our goal of providing the right care, at the right time, in the right setting for our Disney Cast Members,” says Dr. George Ralls, Chief Medical Officer and Senior Vice President.



Hospital Domain Specific Performance



Other Direct-to-Employer Arrangements

Emerging Partnerships

Orlando Health is in regular discussions with insurers, employers and healthcare coalitions with the aim of developing new, innovative value-based care programs for the communities we live in and serve.

Recently, many network convener organizations have approached the health system with the intent of designing OHN-centric network offerings to employers and progressive health plans. Through these new and creative partnerships, pioneering organizations will gain the benefits of what OHN has to offer in terms of immediate higher quality care and long-term, sustainable cost savings. Patients then reap the benefits of curated networks

with enhanced care coordination and typically preferred health plan benefits. Finally, OHN participating providers gain access to financially advantageous books of business in these narrowed high-performance networks — access that would not otherwise be available outside of network alignment.

Below are some of OHN’s aligned and potential network convener partners.



Orlando Health Team Member Health Plan

Orlando Health continues to advance its Orlando Health Team Member Health Plan (OHTMHP) toward an accountable care framework for OHN providers. Today, much like the Disney Cast Advantage network, only providers who participate with OHN have access to provide care to our team member population.

As the network seeks to ensure the highest outcomes possible for our team members and their dependents, OHTMHP will be adopting quality metrics to track performance in 2021. These measures will mirror those used in other value-based contracts held by OHN to reduce reporting burden and ensure consistency for providers. Cost performance will also be assessed based on actual cost experience relative to budgeted targets. These performance results will be shared with primary care providers in the form of quality, cost, utilization and risk management dashboards, akin to those OHN providers have become accustomed to in other network arrangements.

This increased focus on quality and cost performance promises to deliver superior results to our patients, families and colleagues covered by the OHTMHP plan options. The transition also ultimately will allow providers to earn incentives for better coordinating care and achieving top outcomes. As OHTMHP continues to evolve, OHN providers will be made aware of these new opportunities through standard network communications.

Finally, OHTMHP seeks to lead the market in advancing best practices for the well-being of our plan members. This means adopting network policies to ensure clinical standards are aligned with the latest research, such as the recently implemented genetic testing policies for obstetrics and heredity cancer. This policy was created by experts in the field to reduce unnecessary genetic testing. It accomplishes this by adding a genetic counseling requirement in addition to the already existing prior authorization

review. Policies like these help to reduce wasteful testing, improve patient experience and moderate unnecessary spending. These OHN policies and procedures are regularly updated and will be shared with network-aligned providers as implemented.

Keeping team members healthy during COVID-19 was a priority. The virtual visit platform became the quickest and safest solution to connect with team members who were required to perform at-home self-checks every day before reporting to work. We are proud to announce that over 13,000 virtual visits were completed for members of this health plan, which demonstrates our team members’ commitment to patient safety.

New ACO Announcement:

For Fiscal Year 2021, Orlando Health will be offering network aligned primary care providers an exciting new opportunity to earn performance-based incentives via participation in the Orlando Health Team Member Health Plan (OHTMHP). As with other Accountable Care Organization models offered by the Orlando Health Network, this new model for OHTMHP will encourage providers to drive continuous quality improvements while reducing overall expenditures.

“Establishing a performance-based model to reward our network providers for delivering value-based outcomes was a logical next step in our health plan’s journey and a thoughtful investment in our most important asset, our Orlando Health Team Members. We look forward to continued opportunities to align with our physician partners in these endeavors, which serve to both support the evidence-based delivery of care and ultimately improve the lives of those we serve.”

Karen Frenier
Vice President, Orlando Health
Chief Human Resources Officer



Network Updates

Since its inception, OHN has grown more than 300 percent, now representing over 275,000 actively managed lives, which equates to roughly one in eight Orlando area residents.

OHN has now scaled to include more than 5,000 physicians and advanced practice providers (APP), including over 500 primary care physicians, in the past year. Now, OHN is the largest, highest performing, and longest operating clinically integrated network in the region.

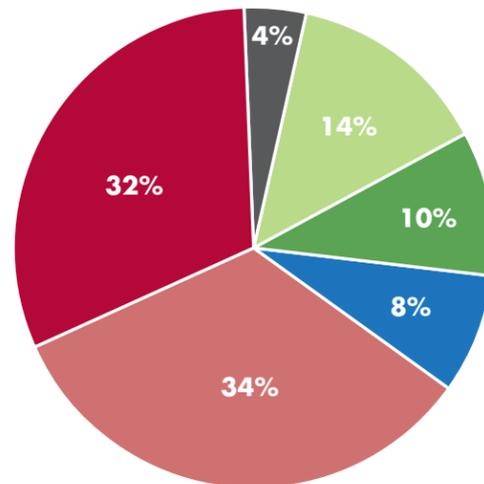
The network has consistently earned the highest distinctions for quality, outperforming its local, regional and national peers across value-based contracts. This work has been accomplished through the hard work of our physicians, clinical teams, administrators and support staff.

OHN is currently responsible for managing more than \$1.4 billion in annual spend across its partner payer portfolio. The network has driven more than \$130M in savings to its payer partners to date, with more than half coming back to OHN as an incentive.



2020 Network Highlight: OHN partners with United Healthcare to launch a commercial ACO. With this offering, the OHN now has a value-based care arrangement with all of the major insurance carriers in the Central Florida market.

OHN Provider Membership



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

275,000
ACTIVE LIVES CURRENTLY MANAGED

200,000
CARE MANAGEMENT TOUCHPOINTS

481K UNIQUE MEMBERS
MANAGED SINCE 2013

43,000
RISK CODING REVIEWS

Orlando Health Spotlight

In this year's OHN Value Report, the network's supporting health system, Orlando Health, is recognized in several areas, including its distinctions as a high-quality healthcare organization, accomplishments in driving tremendous patient experience results, and accolades as an employer known for its workplace excellence. OHN applauds the health system for its commitment to quality in all regards, and the various honors listed here are a manifestation of that work.



Best Hospital and Specialties in the U.S.

U.S. News & World Report has designated Orlando Health Arnold Palmer Hospital for Children as a Best Children's Hospital for the 11th consecutive year. The hospital ranked among the nation's 50 best in cardiology and heart surgery, diabetes and endocrinology, urology, and neonatology. Orlando Health also earned High Performing Hospital marks in nine adult specialties, including colon cancer surgery, lung cancer surgery, heart bypass surgery, aortic valve surgery, transcatheter aortic valve replacement, hip replacements, knee replacements, heart failure and chronic obstructive pulmonary disease.



Top-Rated Patient Experience

Based on Press Ganey reporting, Orlando Health achieved its highest patient satisfaction scores the health system has ever seen this year. Most notably, Orlando Health Physician Associates achieved national top decile results in patient care experience. Orlando Health Medical Group also achieved top quartile percentile rankings compared to national peers for its specialty and primary care practices. These results are a testament to the ongoing efforts to meet patient service expectations while also delivering care at the highest levels.



Better Care by Leaps and Bounds

The Leapfrog Group is a national organization committed to improving healthcare quality and safety for patients. The organization biannually releases grades for over 2,600 adult hospitals to recognize efforts made in reducing medical errors, infections and other harm to patients. In the most current ratings, "A" Grades were awarded to Orlando Health Orlando Regional Medical Center, Orlando Health Dr. P. Phillips Hospital, Orlando Health - Health Central Hospital and Orlando Health South Lake Hospital. Orlando Health South Seminole Hospital received a "B" Grade. Orlando Health has earned 30 "A" grades since 2015.



Recognized as a Best Place to Work

As Orlando Health expands, the organization continues to cultivate a great workplace for all team members. That commitment was recognized this year when *Modern Healthcare* named Orlando Health South Seminole Hospital and Orlando Health Dr. P. Phillips Hospital as Best Places to Work in Healthcare for 2020. This designation reflects the ability of the hospitals to create an empowered, engaged and satisfied workforce. It also aligns with our corporate strategic imperative to become the "Best Place to Work."



A+ Grades for Newborn Screening

Florida Newborn Screening has ranked Orlando Health Winnie Palmer Hospital for Women & Babies and Orlando Health South Lake Hospital with A+ grades for newborn screening. In a report released by the Florida Department of Health program, both hospitals received top marks for accurate and timely collection of newborn screening samples and transport time to the state lab for processing. Florida newborns currently are screened for 57 disorders to provide the best possibility for early intervention and care.



APEX Awards for Communications Excellence

Orlando Health is once again being recognized nationally with APEX awards, an international competition honoring excellence in publishing. In its 32nd year, the APEX Awards are based on excellence in graphic design, editorial content and the ability to achieve overall communications excellence. This year, Orlando Health won four awards from a field of nearly 1,200 entries, including an APEX Grand Award for its *Choose Health* magazine, distinguishing it as an outstanding work. The Orlando Health *Choose Health* magazine is a wellness and prevention publication produced in-house and mailed to more than 150,000 households in Central Florida quarterly. Three other Orlando Health publications received APEX Awards of Excellence.

Orlando Health Update

Orlando Health Welcomes Orlando Health St. Cloud Hospital and Bayfront Health St. Petersburg to the Orlando Health Network

Orlando Health has expanded its footprint into neighboring markets through two hospital acquisitions in 2020. On July 1, 2020, the organization welcomed Orlando Health St. Cloud Hospital as a fully integrated member of the family. Previously, Orlando Health held 20 percent ownership in the hospital.

Just a few days later, on July 9, 2020, the St. Petersburg City Council gave its approval on a land lease that enabled Orlando Health to move forward in its acquisition of the Bayfront Health St. Petersburg hospital. On October 1, 2020, the deal closed, and Bayfront Health St. Petersburg officially became a member of OHN, as well.

With the addition of these new sites in the St. Cloud and St. Petersburg markets, respectively, Orlando Health continues to expand its footprint to serve healthcare consumers from across the region.



Orlando Health Jewett Orthopedic Institute Announces New Facility

In January 2020, Orlando Health's Orthopedic Institute joined forces with the Jewett Orthopaedic Clinic, now known as the Orlando Health Jewett Orthopedic Institute. The combined strength of the new partnership is the catalyst for the creation of one of the premier destination orthopedic hospitals in the southeastern United States. The 195,000-square-foot inpatient facility dedicated solely to the care of orthopedic patients will be the first one of its kind in the Southeast. It will offer the most advanced, comprehensive and highest quality orthopedic services, along with unparalleled comfort and ease for patients. When complete in 2023, the facility will include up to 75 inpatient rooms, 20 operating suites, five virtually connected operating suites that can be used to train surgeons internationally around the world and 167,000 square feet of medical office space. It will be located on the southeast corner of Lucerne Terrace and Columbia Street on Orlando Health's downtown campus.



Orlando Health Women's Pavilion Opens Amidst Pandemic

Orlando Health Women's Pavilion – Winter Park opened its doors on June 11, 2020, to provide a new healthcare experience exclusively for women. The 20,000-square-foot facility, located near the intersection of Fairbanks Avenue and Orlando Avenue, is Orlando Health's first location within the City of Winter Park. The new facility offers care for women through every stage of life and includes: adolescent gynecology, aesthetics and reconstructive surgery, behavioral health, bone health and osteoporosis care, breast care, specialized women's cardiology services, endocrinology, women's surgery, women's imaging, internal medicine, laboratory services, obstetrics and gynecology, and urogynecology. The pavilion will also offer services for genetics and pulmonary and sleep medicine. At the Orlando Health Women's Pavilion, women can easily access all of Orlando Health's health and wellness services in one single, convenient location.



Orlando Health Imaging Centers Opens New Downtown Location

On August 5, 2020, Orlando Health Imaging Centers opened a modern 7,520-square-foot specialized diagnostic imaging center just south of Orlando Health's downtown campus on Orange Avenue. The new center provides high quality services, such as 3D mammography/tomosynthesis, bone densitometry, digital X-ray, wide-bore 3T MRI, high-field 1.2T Open MRI, 128-slice CT and ultrasound. All images are interpreted by Medical Center Radiology Group (MCRG) board-certified radiologists experienced in numerous specialties and subspecialties. Results are sent directly to referring physicians the same day to support clinical decision-making in a timely manner.



Orlando Health Horizon West Hospital Opens

To meet the needs of the growing Horizon West communities, Orlando Health – Health Central Hospital opened an emergency room and medical pavilion in the fall of 2018 on a 74-acre campus located in Winter Garden off Porter Road. To further its commitment to this community, Orlando Health opened Orlando Health Horizon West Hospital in January of 2021. Featuring the latest technology in cardiovascular care, diagnostic imaging and surgical services, including minimally invasive robotic surgery, the six-story, 214,000-square-foot hospital, adjacent to the medical pavilion and emergency room, has capacity for 120 patient beds and helps to complete the medical complex serving Horizon West.

Orlando Health Network is excited about this growth as it furthers our clinical reach and increases our ability to deliver transformative care to more Floridians. More information on hospital and ambulatory services available and planned at these campuses will be made available to OHN providers in future network communications.

Clinical Transformation Initiatives



Post-Acute Care Network

In April 2019, Orlando Health launched its High Value Post-Acute Care Network in partnership with 30 regional Skilled Nursing Facilities (SNFs) committed to the common goal of patient-centered care. The primary objective of the network is to develop and adopt evidence-based care protocols to improve health outcomes via reduced hospital readmissions, enhanced transitions of care and optimally managed SNF stays.

Thirteen performance measures were established to routinely assess the SNF network's performance in the areas of access, patient outcomes, patient experience, and utilization and cost, among others. In-network sites receive scorecards quarterly in large collaboratives hosted by Orlando Health. These meetings are used to share data-driven insights, focus on network opportunities, and spread best practices among peer organizations.

In January 2020, OHN further expanded its High Value Post-Acute Care Network to include Home Health Agencies (HHAs) committed to ensuring better experiences for our patients through smoother transitions back home following hospital stays. Sixteen performance measures are used to assess HHAs in many of the same domains as those used for the SNF network. Similarly, Orlando Health also provides education to the in-network HHAs, including updates on clinical initiatives, such as sepsis management, to help the providers and agencies better support our patients.

Entering 2021, the Orlando Health Medicare Shared Savings Program ACO will be eligible for the 3-Day SNF Waiver Program. Under this waiver program, Orlando Health Collaborative Care will be allowed to directly admit aligned ACO beneficiaries to SNFs, bypassing the traditional requirement for a preceding hospital stay. This is expected to be another useful tool to help reduce unnecessary hospital admissions and readmissions while making sure beneficiaries receive the right care, at the right time, at the right place.



Chronic Kidney Disease and End Stage Renal Disease

Orlando Health is excited to announce its new collaborative partnership with Nephrology Associates of Central Florida and DaVita Kidney Care to better manage patients afflicted with chronic kidney disease (CKD) or end-stage renal disease (ESRD). Collectively, the three-party model will take a holistic approach to better care for these extremely costly and difficult to manage disease states, looking at all aspects of the care continuum — from the hospitals and emergency rooms to the physician offices and traditional dialysis centers.

The collaborative efforts will principally focus on improving outcomes and patient experience. Key to this effort will be driving the adoption of less expensive, more patient-centric home-based modalities for renal care, such as home hemodialysis (HH) and peritoneal dialysis (PD).

The partnership launched in the fall of 2020, with a mutual focus among the parties on the seven S.E.R.I.O.U.S. objectives described below, all meant to meet our network's value-based aims:

- Slow** the progression from CKD to ESRD for at-risk patients
- Encourage** HH and PD as alternatives to in-center dialysis care
- Reduce** patient utilization of ERs for dialysis services
- Increase** utilization of transplantation for eligible patients
- Open** greater access to care for broad kidney care management
- Utilize** industry-leading EMR tools to better connect providers
- Save** health plans and patients on excessive and avoidable costs

MORE THAN
5,000
ALIGNED
PROVIDERS

OVER
275,000
PATIENT LIVES

MORE THAN
1,000
PHYSICIAN
PRACTICES

LOCATIONS
ACROSS
11
CENTRAL
FLORIDA COUNTIES



Pharmacy Alternatives

In 2019 and 2020, the OHN and the Disney pharmacy leadership team ran targeted campaigns to assist and better inform in-network providers on medication prescribing decisions. The initiative initially targeted patients with diabetes who were on an antihyperglycemic medication and would benefit from the addition of a statin, given that patients ages 40-75 could reduce their risk of cardiovascular events and death by adding the statin. As a result of the campaign, there was a 32 percent increase in patients who added a statin within the first 6 months.



Supportive Care

In 2019, Orlando Health co-launched its Supportive Care program in partnership with Vitas. The program is designed to expand adult palliative care service offerings and better connect patients and families with community resources. The Supportive Care program engages with patients in the hospital and operates out of multiple outpatient clinics, including Orlando Health's downtown cardiology, oncology and pulmonary practices. Catalyzed by patient needs during the pandemic, the Supportive Care program has now also expanded by offering telehealth visits to provide the safest care possible for this vulnerable population.



Heart Failure Redesign

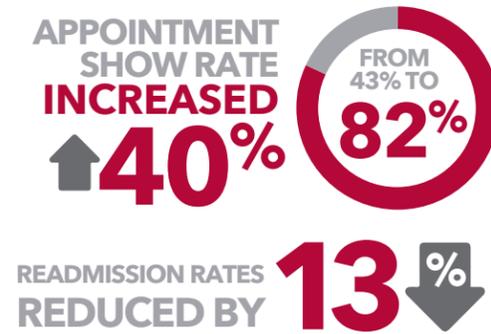
While Orlando Health was fortunate not to be included in *Modern Healthcare's* June 2020 "25 Urban Hospitals with Largest Readmission Penalties," the system still recognizes it has significant room for improvement, and this report is a motivator for continued improvement as other local competitor hospitals were cited in the article.

In the early stages, Orlando Health saw potential to improve performance in hospital readmissions, with heart failure representing the largest opportunity across all disease states. Now two years in the making, the health system is well on its way to reshaping care delivery for heart failure patients. Not surprisingly, this is one of the most challenging diseases to manage nationally; thus, Orlando Health sought to tackle a very difficult, but very important challenge in its heart failure care redesign efforts.

Fortunately, in the past year, Orlando Health has achieved some critical successes including the most noteworthy detailed below:

Inpatient Navigators. Key to the successful management of heart failure is the implementation of a nurse navigator program. The navigators play an integral role in patient education, resource planning and follow-up care. This service has now been expanded across all adult hospitals in the system.

Concierge Scheduling. Orlando Health piloted a concierge model to improve follow-up adherence in the heart failure clinics and saw incredible results, including a 40 percent increase in "show rates" and a 13 percent decline in readmissions. This model is now being rolled out to other service lines and system hospitals.



Patient Education. To streamline all patient-facing materials, a single patient-friendly heart failure booklet was developed for distribution in all hospitals and outpatient settings. This booklet contains the necessary information patients need regarding their care, including nutrition, physical therapy and medications.

Medication Support. Orlando Health expanded its Meds to Beds inpatient program to ensure all heart failure patients, regardless of ability to pay, were discharged with at least a 30-day supply of necessary prescriptions in hand.

Order Sets. An independent analysis showed that patients with the Orlando Health-developed *Right Care* order set utilized during their hospital stay spent \$4,800 less and had 1.26 fewer readmissions per patient over the 90-day period following an inpatient stay as compared to a control group.

In addition to the successes outlined, Orlando Health experienced an increase in overall Hospital Rating (HCAHPS) percentile rank and top box score. Several other HCAHPS scores improved, including Care Transitions and Discharge Information.

Network Provider Feedback



Lillian Reguero, MD

Pediatrics

OHN Member since 2015

"As we all strive to deliver the highest quality of healthcare, what better way to achieve our goals but with a network of physicians sharing the same philosophy? Together, we rely on each other's expertise to serve our patients and their families while reducing the cost of care and improving outcomes. All patients expect and deserve to be treated with compassion, respect and professionalism, and I am proud to be part of this team that exemplifies that."



Austria Rodriguez, MD, FAAP

Timber Creek Pediatrics | Pediatrics

OHN Member since 2019

"Some of the key benefits to joining OHN have been the ability to extend our reach more broadly to the surrounding community and the ability to provide service to more individuals."

"As a clinically integrated network member, I have become PCMH certified and have a wealth of knowledge and resources at my disposal, increasing my ability to provide value-based care."

"The OHN representatives give physicians a voice and provide support in so many ways."



Erik Walker, MD

Orlando Health Physician Associates
 Family Medicine

OHN Member since 2013

"Being a member of OHN is so rewarding. For our patients, we know that they will receive the best care possible. And, for our aligned providers, both in large and small practices, they are rewarded for their efforts with fantastic contract opportunities and incentives for outstanding performance."

"Orlando Health Physician Associates was the first group to join OHN seven years ago, and I have been able to witness the growth of the network since its inception. As both a practicing physician in the network and as a current board member, I am so proud to have seen OHN grow to become one of the most successful CINs in the United States in such a short period of time."



Niral Patel, MD

Windermere Medical Center
 Internal Medicine

OHN Member since 2017

"The Orlando Health Network reports have provided me with insights, which I would have never known before, regarding my performance as a physician in managing cost of care and ensuring we close preventive care gaps. The clinically integrated network has opened up so many possibilities, including the ability to earn new insurance contracts that I, as an independent medical practice, would never have access to alone."



Aasma Riaz, MD

City Healthcare, LLC | Internal Medicine

OHN Member since 2018

"As an independent primary care physician, being part of OHN has meant access to a great support system. Joining OHN has given me a platform to connect with other physicians in the area, build a relationship with various specialists in the region and thus, offer better care to our patients."

"My membership also has helped me stay up to date with day-to-day changes in the field of medicine and aided in implementing these in my practice."

"Finally, the support offered by OHN in times of the COVID pandemic has been immensely helpful. They have helped keep us all informed, updated and involved."



Ben Kaplan, MD

Orlando Health Physician Associates
 Internal Medicine

OHN Member since 2013

"One of the greatest benefits of OHN has been the support and guidance for both physicians and staff to ensure our patients are getting the best care at the best price. Too often, we forget our patients are consumers within the healthcare system, and it becomes our duty as providers to ensure they are receiving the same care we would want for our loved ones."

"This leads to the idea that the most important thing about being in the network is that you can offer your patients the best high-quality, low-cost providers in the region who are all working toward the same value-based goals."

1,600
 OUTREACH ATTEMPTS MADE

37%
 VACCINATION SUCCESS RATE
 (OF THOSE PATIENTS OUTREACHED)

Vaccine Initiative Amid the Pandemic

Our organization, as one of the largest healthcare providers in the four-county market, was approached by the Florida Department of Health (FDOH) to launch an initiative to bring school-age patients who were overdue for recommended vaccinations up to date as per Centers for Disease Control and Prevention (CDC) guidelines. The largest deficit reported by the FDOH was in kindergarten and seventh grade age groups where measles, mumps, rubella and varicella (MMR/MMRV) and tetanus, diphtheria and pertussis (Tdap) vaccine rates in Florida were far below target levels compared to prior years. Over 1,600 outreach attempts were made to encourage this population to be compliant with continued vaccinations. As a result, vaccination success rates rose by 37 percent.

Network Care Experiences

as told by your OHN Care Managers

Compassion is the Best Medicine

During a routine post-hospitalization follow-up call, an OHN Care Manager discovered her patient was at risk of another hospitalization if she didn't receive additional assistance. Due to cost barriers, the patient also had not filled her antibiotics prescription. Similarly, the patient had not scheduled a post-discharge follow up appointment with her primary care physician. The OHN Care Manager jumped into action and scheduled an appointment for the patient to see a provider the next day and have the prescription filled on-site for a reduced copay. These efforts helped improve the continuity of care and avoided a costly readmission.

Caring for the Patients and Caregivers

An OHN Care Manager began working with the spouse of a stroke survivor who was left with severe neurological impairment. Unfortunately, the spouse did not fully understand his wife's long-term prognosis, believing that she would return to full health despite being bed-bound, disoriented and unable to communicate. After the Care Manager reviewed the medical records and found a pattern of hospital and skilled nursing home admissions, they decided to leverage the Orlando Health Supportive Care program and coordinated a meeting between the spouse and a board-certified palliative care physician. Through these discussions, the spouse was able to improve his wife's quality of life and safely return her to their home where she was able to continue to receive care. As a result of continued participation in the Supportive Care program, the patient has not since had any admissions to the hospitals or nursing homes.

Improving the continuity of care of our patients and avoiding costly readmission.



OHN Care Managers Have Your Back

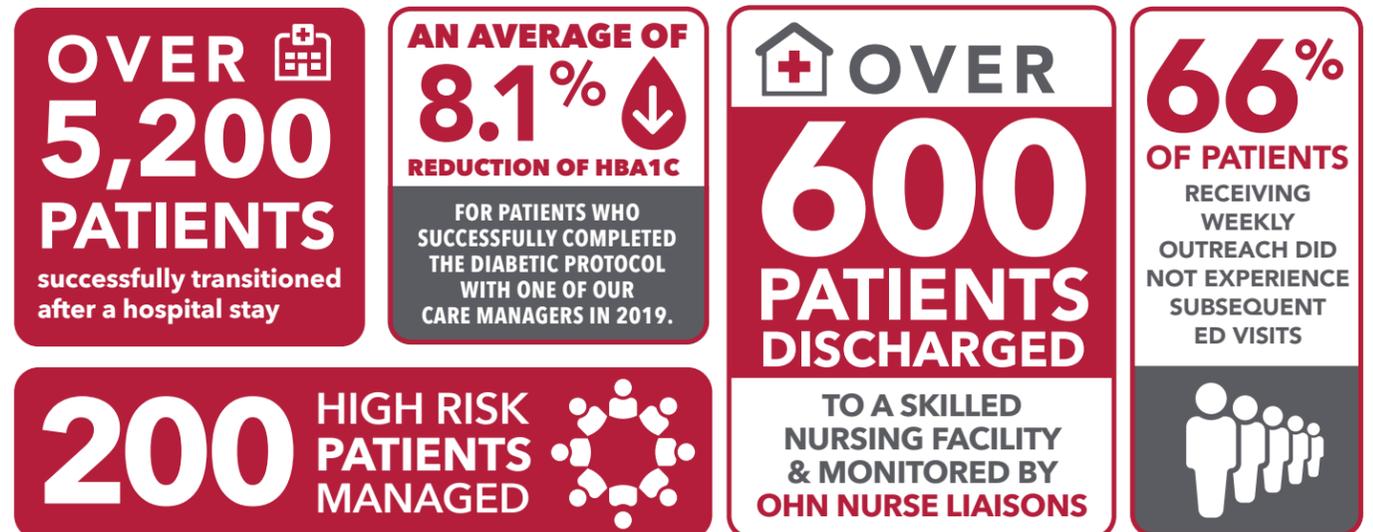
Following a non-Orlando Health hospital-based spine surgery procedure, an OHN patient was discharged without the necessary medical equipment and without orders for home health services. The OHN Care Manager assigned to the case stepped in immediately to ensure the necessary resources were provided and support the very overwhelmed caregiver. In the post-discharge discussions with the caregiver, it was determined the patient was beginning to develop a bedsore on their lower back from extended periods of bed rest. The Care Manager acted quickly to provide the caregiver with instructions on how to prevent the skin breakdown, as well as safe mobility and repositioning techniques for the patient. The Care Manager knew the next few days would be critical and asked the caregiver to call with any updates or questions. Just days later, the phone rang. However, the patient was not calling with panic or problems, but rather with thanks and appreciation as the patient's condition had greatly improved.



Meeting Our Patients Where They Are

An OHN Care Manager encountered a patient who appeared rather reclusive and completely refrained from leaving their home except in cases of emergencies, such as when hospital care was required. Through skilled motivational interviewing, the Care Manager was able to determine that the patient suffered from chronic weakness, lethargy and constant pain — it was these chronic conditions that made moving around physically challenging and prevented the patient from visiting a physician for several years. The Orlando Health House Calls team was deployed to the patient's home, so the patient was able to be physically evaluated. Orlando Health's Readmission Advocates Collaborating in Healthcare (REACH) team of licensed clinical social workers also were called in to evaluate barriers and provide useful resources.

Care Management Results



Technology



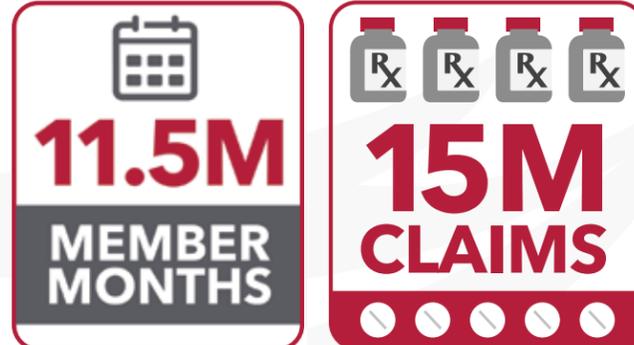
Orlando Health continues to progress toward its multiphase go-live schedule for its new Epic Comprehensive Health Record (CHR), known in the health system as ELLiE. The first wave of hospitals and physician practices went live January 30, 2021, with the second go-live set for April 24, 2021.

OHN will be offering system access to its community affiliate providers via the CHR's EpicCare Link portal. This portal is expected to support more than 2,000 external users and provide enhanced referral and ordering capabilities, along with improved reporting tools. The platform will also allow providers to attest to close care gaps for quality measures.

As an added benefit of the CHR, historical payer claims data will be included in the provider workflow to supplement clinical data for quality measures, risk coding tracking, utilization oversight and general decision-making. The CHR's quality measures have also been custom-built to mirror the value-based care contracts and offer useful, near real-time dashboards.

Epic's Healthy Planet tool, the CHR's population health management application, will also warehouse 56 discrete external data sources at go-live, including millions of medical and pharmacy claims received over time. In total, the platform will house historical data for nearly half a million value-based care lives that have been managed by OHN to date, including the actively managed 275,000 patient membership.

Providers can leverage the Healthy Planet tools to glean in-depth clinical management insights, more efficiently exchange and access data, and better coordinate care with other system users for all of the network's value-based care for patients.



Telemedicine & Remote Patient Monitoring

Throughout the pandemic, the world has been forced to adapt to a new working environment, and healthcare was no exception. While Orlando Health had been performing telehealth services for over a decade prior to COVID-19, the health system had not widely deployed consumer-facing telehealth solutions within practices due to significant regulatory barriers. With the emergency declaration came the easing of former restrictions by CMS and private payers alike, allowing Orlando Health to rapidly expand its telehealth offerings across all service lines.

In the first 30 days alone of the pandemic, the system conducted more telehealth visits than it had in the preceding two years combined. Today, we now have scaled our virtual care operations to cover more than 200 physician practices, including a dedicated pediatric service where patients are routed to a pediatric provider, fully equipped with the tools to be able to conduct telehealth visits seamlessly. On aggregate, Orlando Health has now completed over 100,000 visits, including more than 21,000 visits since the pandemic began (as of September 2020). Nearly 80 percent of patients were compliant with their provider-prescribed Remote Patient Monitoring (RPM) devices used to provide continuous care during the pandemic. This was another low-cost, high-tech solution to deliver great care to our patients.

OHN also has been able to form extensive business relationships for telehealth services to assist during COVID-19, including partnerships with Major League Soccer, Orlando Utilities Commission, Valencia College and the University of Central Florida, among others. These organizations asked the health system to offer on-demand Virtual Visit services to their workforces, and Orlando Health delivered with over 13,000 COVID-19 Virtual Response Visits since the start of the pandemic. Finally, more than 14,000 new patients have registered on the Orlando Health Virtual Visit application.



Forging Ahead Together

Throughout the unprecedented challenges of the COVID-19 pandemic, Orlando Health has remained open and ready to serve the healthcare needs of Central Florida and beyond. Keeping our team members, patients and guests safe has been a top priority. Regardless of medical need — whether providing essential surgical, cardiac or emergency services, or caring for COVID-19 patients — we remain committed and prepared to provide the highest level of quality care the community has come to expect from us.

Through our efforts to further serve our community with resources to navigate this new world, we have become a recognized leader in delivering appropriate COVID-19 care and information. Our physicians have lent their expertise in numerous local and national news stories as well as in blog posts for the Orlando Health Content Hub.

Don't Delay Your Care Campaign

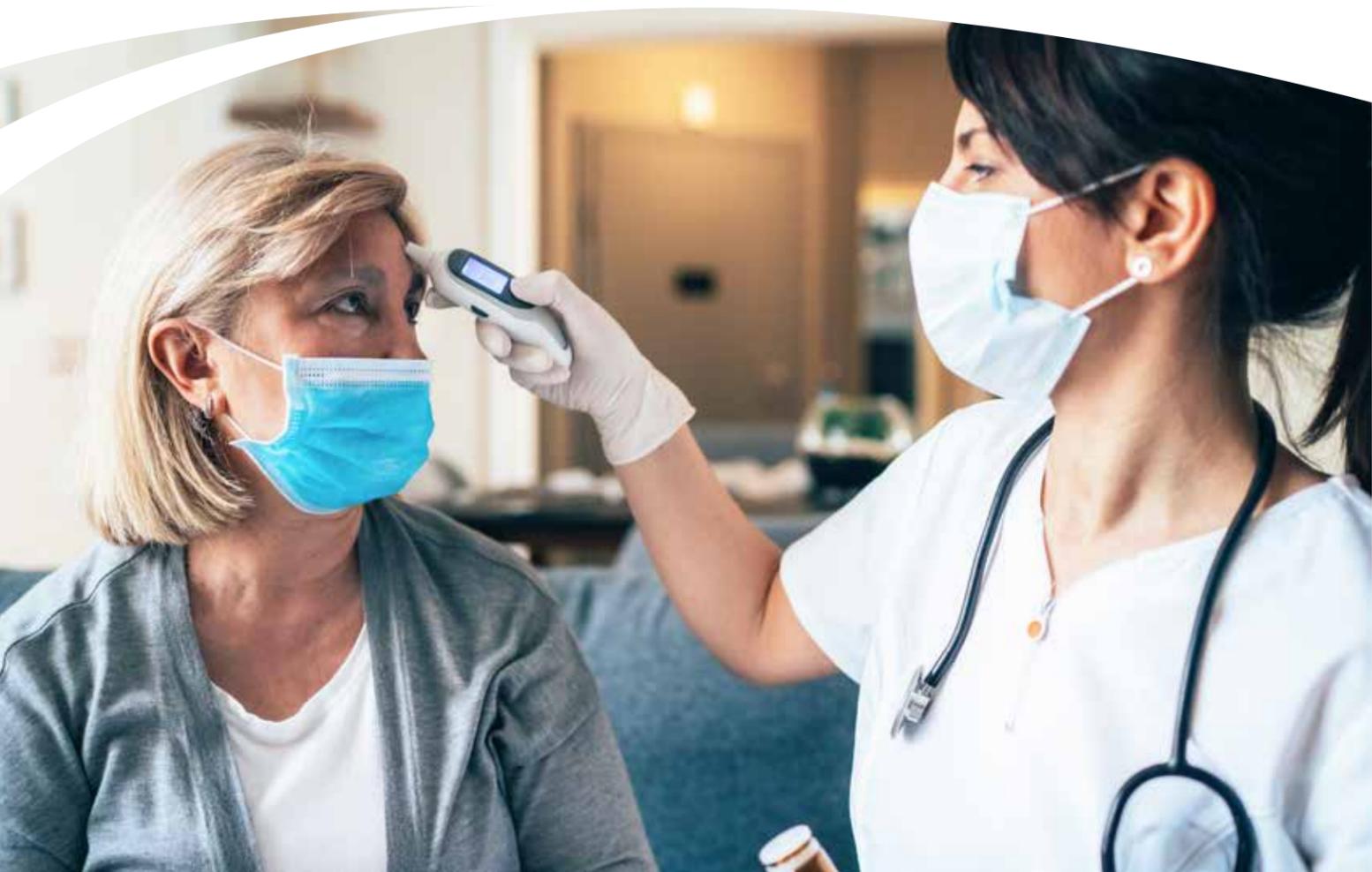
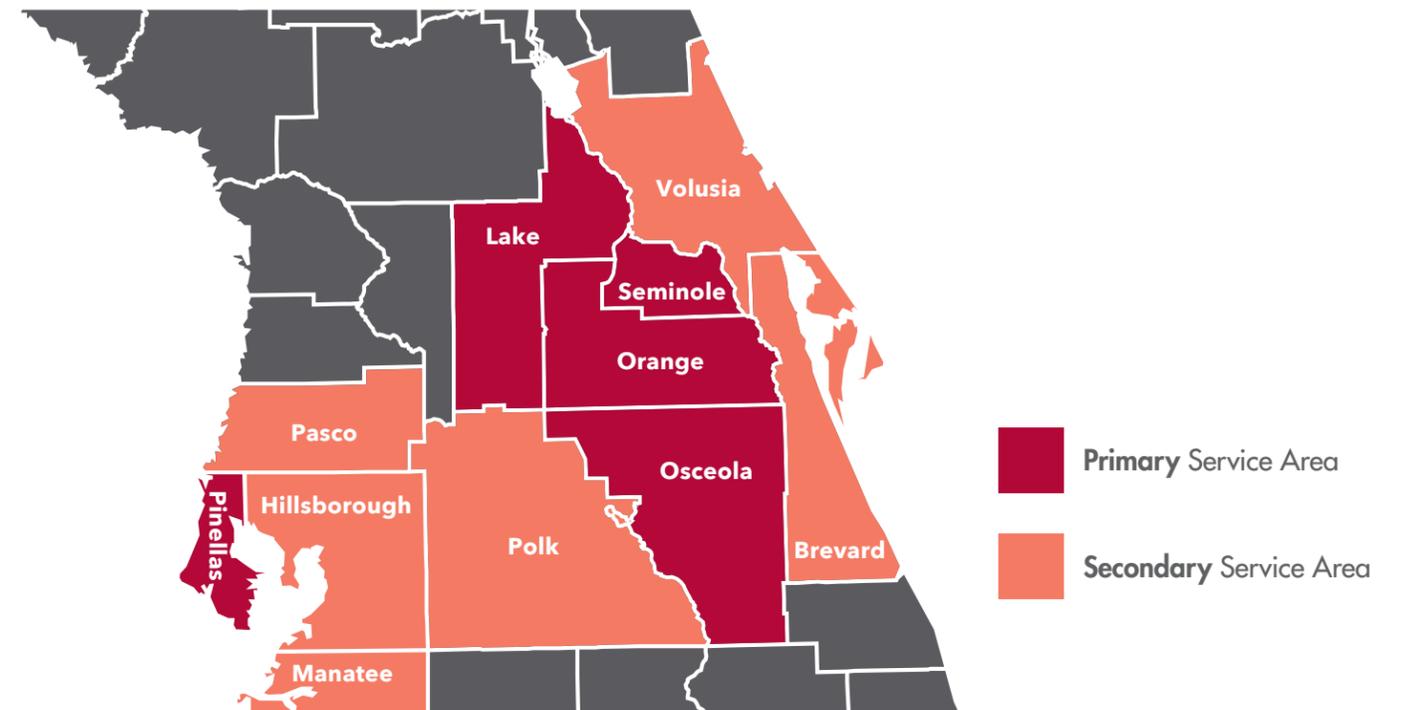
We developed safety messaging in various mediums reminding consumers of the importance of continued routine and emergency medical care and keeping them aware of our preparedness in providing a safe environment for that care.

As Central Florida's healthcare leader, Orlando Health is committed to forge ahead, adapting to changing circumstances as needed to support the health, safety and well-being of our community.

13,000+

VISITS COMPLETED
ON OUR COVID-19 VIRTUAL
RESPONSE PROGRAM

Network Map



Hospitals

- Bayfront Health St. Petersburg
- Orlando Health Arnold Palmer Hospital for Children
- Orlando Health Dr. P. Phillips Hospital
- Orlando Health — Health Central Hospital
- Orlando Health Horizon West Hospital
- Orlando Health Orlando Regional Medical Center
- Orlando Health South Lake Hospital
- Orlando Health South Seminole Hospital
- Orlando Health St. Cloud Hospital
- Orlando Health Winnie Palmer Hospital for Women & Babies

Emergency Rooms and Medical Pavilions

- Orlando Health Medical Pavilion – Horizon West
- Orlando Health Emergency Room and Medical Pavilion – Lake Mary
- Orlando Health Emergency Room and Medical Pavilion – Osceola
- Orlando Health Medical Pavilion – Spring Lake
- Orlando Health Medical Pavilion – St. Cloud
- Orlando Health Medical Pavilion – Summerport
- Orlando Health South Lake Hospital Emergency Room and Medical Pavilion – Blue Cedar
- Orlando Health South Lake Hospital Joe H. and Loretta Scott Emergency Room – Four Corners
- Orlando Health Women's Pavilion – Winter Park

Mission:

To achieve better health outcomes, improve the patient and family member experience, and reduce unnecessary healthcare costs through proven and recognized best medical practices, care management and innovation.

Vision:

To be the provider network of choice to the patients, families, physicians and payers in our community — a collaborative network chosen for its known ability to transform care through the tenets of population health.

Values:

Quality

We will strive for continuous improvement of outcomes through patient-focused initiatives to coordinate care, manage chronic conditions and meet the needs of our patients.

Partnership

We will collaboratively support our network providers to achieve unmatched quality results for payer and employer partners — the network succeeds together.

Innovation

We will invest in people and solutions to advance care delivery, enhance population wellness and encourage efficient care practices.

Respect

We will treat all of our patients and partners with high professional and moral standards of honesty, transparency and integrity.

ORLANDO HEALTH®

Network

For Questions or Comments Contact
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connect to health



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