



Value Report 2019

ORLANDO
HEALTH[®]

Network



LETTER FROM THE CHAIRMAN

Dear Friends and Network Colleagues,

It's incredible to think another year has passed since the release of last year's Orlando Health Network (OHN) Annual Value Report. In that short period of time, some incredible accomplishments have been made by our network, and the collective achievements of our providers and hospitals detailed in this report are truly noteworthy and inspiring.

In this year's Value Report, we reflect on the tremendous growth of our clinically integrated network, highlight the performance the network has been able to achieve this past year, and describe our plans and partnerships expected to amplify this success in the years ahead.

By virtue of its partnership with the Orlando Health integrated delivery system, OHN continues to position itself as an organization striving to deliver transformative care in the Central Florida marketplace. Orlando Health has been instrumental in the network's value-based care efforts by (i) growing a cost-conscious ambulatory and acute care footprint, (ii) establishing a comprehensive care management infrastructure designed to improve health outcomes, and (iii) putting forth strategic and operational plans to help the network thrive in times when our provider colleagues across the country are oftentimes facing severe healthcare reform headwinds.

As a result of these efforts and our performance track record, I am pleased to note OHN has now grown to become the largest clinically integrated network in the southeast United States, with more than 4,600 primary care and specialist providers participating in our value-based arrangements with payers and employers. Through these value-based partnerships, the network is expected to surpass 212,000 covered patient lives entering the 2020 performance year, which equates to roughly one in eight Greater Orlando area residents.

Of course, the impact we make on our patients' and their loved ones' lives is unmistakably the most meaningful part of all we do. I'm confident in saying OHN has enabled our practices to have a greater reach to our patients with an increased understanding of their care needs. This has allowed us to provide care to our patients with the greatest need in ways we never thought possible – as evidenced in our network's year-over-year high quality marks, market-leading cost containment figures, and ever-growing access to care options.

As we enter 2020, healthcare will assuredly continue to be the subject of national attention and a major household concern. Therefore, it is imperative that our network continue to deliver an alternative to the status quo – an alternative that is transformational in every sense of the word. An alternative that both inspires the patient testimonies we receive and moves providers to reflect upon how the network has enabled their practice to deliver better, more patient-centered care.

To close, it is my distinct and sincere pleasure to share with you this year's Orlando Health Network Annual Value Report. I hope you find our network's value-based journey to be heartening and motivating, inspiring us to continue to forge forward together for the betterment of our patients and their families.

As always, it is truly an honor and a privilege to serve as part of this exceptional team and family we call the Orlando Health Network. Thank you 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 (MSSP)

Orlando Health began its value-based care journey as a market pioneer, kicking off Florida's first hospital-led MSSP Accountable Care Organization (ACO) in 2013. Through its ACO agreement with the Centers for Medicare and Medicaid Services (CMS), Orlando Health was tasked with delivering higher-quality, lower-cost care to its Medicare beneficiaries.

At the time of inception, Orlando Health operated its ACO under the name of Collaborative Care of Florida. Since that time, the ACO has been renamed **Orlando Health Collaborative Care** to better align with the health system and clinically integrated network brands.

Since 2013, Orlando Health Collaborative Care has saved CMS, its beneficiaries and taxpayers more than \$24 million. More impressively, in five of the past six performance years, Orlando Health Collaborative Care has been reported as one of the two lowest cost ACOs from more than 60 statewide, based on publicly available per beneficiary per year (PBPY) program cost data.

Most importantly, Orlando Health Collaborative Care has been able to deliver among the best quality results year over year under the program, as evidenced by the 2018 quality outcomes. These sustained cost savings and quality outcomes have consistently resulted in recognition of Orlando Health's ACO as one of Becker's Hospital Review's "Top ACOs to Know."

As of July 2019, Orlando Health Collaborative Care took its commitment to value-based care under the MSSP one step further as it transitioned to the program's most advanced alternative payment model, the **MSSP Enhanced ACO Track**.



Medicare Shared Savings Program

2018 Quality Measure Results – Orlando Health Collaborative Care, LLC

Domain	Measure	Measure Name	ACO Performance*	Mean ACO Performance**
Patient/Caregiver Experience	ACO-1	CAHPS: Getting Timely Care, Appointments, and Information	84.69%	86.14%
	ACO-2	CAHPS: How Well Your Providers Communicate	92.56%	93.93%
	ACO-3	CAHPS: Patients' Rating of Provider	90.87%	92.45%
	ACO-4	CAHPS: Access to Specialists	82.07%	81.50%
	ACO-5	CAHPS: Health Promotion and Education	61.57%	59.26%
	ACO-6	CAHPS: Shared Decision Making	59.15%	61.94%
	ACO-7	CAHPS: Health Status/Functional Status	73.84%	73.35%
	ACO-34	CAHPS: Stewardship of Patient Resources	24.16%	26.26%
Care Coordination/ Patient Safety	ACO-8	Risk Standardized, All Condition Readmission	14.71%	15.01%
	ACO-35	Skilled Nursing Facility 30-day All-Cause Readmission measure	18.01%	18.46%
	ACO-36	All-Cause Unplanned Admissions for Patients with Diabetes	32.64%	53.95%
	ACO-37	All-Cause Unplanned Admissions for Patients with Heart Failure	64.88%	79.16%
	ACO-38	All-Cause Unplanned Admissions for Patients with Multiple Chronic Conditions	53.57%	61.74%
	ACO-43	Ambulatory Sensitive Condition Acute Composite (AHRQ* Prevention Quality Indicator (PQI #91))	1.60%	1.93%
	ACO-11	Percent of PCPs who Successfully Meet Meaningful Use Requirements	100.00%	82.72%
	ACO-12	Medication Reconciliation	87.76%	75.32%
Preventive Health	ACO-13	Falls: Screening for Future Fall Risk	98.51%	74.38%
	ACO-44	Imaging Studies for Low Back Pain	64.71%	67.32%
	ACO-14	Preventive Care and Screening: Influenza Immunization	86.35%	72.52%
	ACO-15	Pneumonia Vaccination Status for Older Adults	88.80%	72.92%
	ACO-16	Preventive Care and Screening: Body Mass Index (BMI) Screening and Follow-Up	92.07%	70.69%
	ACO-17	Preventive Care and Screening: Tobacco Use: Screening and Cessation Intervention	86.67%	90.48%
	ACO-18	Preventive Care and Screening: Screening for Clinical Depression and Follow-up Plan	75.50%	61.98%
	ACO-19	Colorectal Cancer Screening	81.79%	64.58%
At-Risk Population	ACO-20	Breast Cancer Screening	77.30%	70.05%
	ACO-42	Statin therapy for the Prevention and Treatment of Cardiovascular Disease	85.91%	79.89%
	ACO-40	Depression Remission at Twelve Months	1.19%	7.93%
	Diabetes Composite	Diabetes Composite (All or Nothing Scoring)	56.48%	44.55%
	ACO-27	Diabetes Mellitus: Hemoglobin A1c Poor Control	10.41%	16.74%
	ACO-41	Diabetes: Eye Exam	61.77%	50.37%
	ACO-28	Hypertension (HTN): Controlling High Blood Pressure	73.68%	71.47%
	ACO-30	Ischemic Vascular Disease (IVD): Use of Aspirin or Another Anti-thrombotic	84.15%	86.86%

*Green shading signifies the Orlando Health Collaborative Care ACO was at or above the 80th percentile in performance relative to all Medicare Shared Savings ACOs nationally for each metric indicated. Yellow shading signifies the ACO performed between the 60th and 80th percentile nationally for each metric indicated.

**The values represent the average (mean) performance across all MSSP ACOs nationally in Performance Year 2018 reporting.

Bundled Payments

Bundled Payments for Care Improvement

Orlando Health began participating in CMS' voluntary Bundled Payments for Care Improvement (BPCI) initiative in July 2015. Under this program, Orlando Health and OHN specialists collaborated to improve quality while simultaneously reducing overall expenditures for several episodes of care.

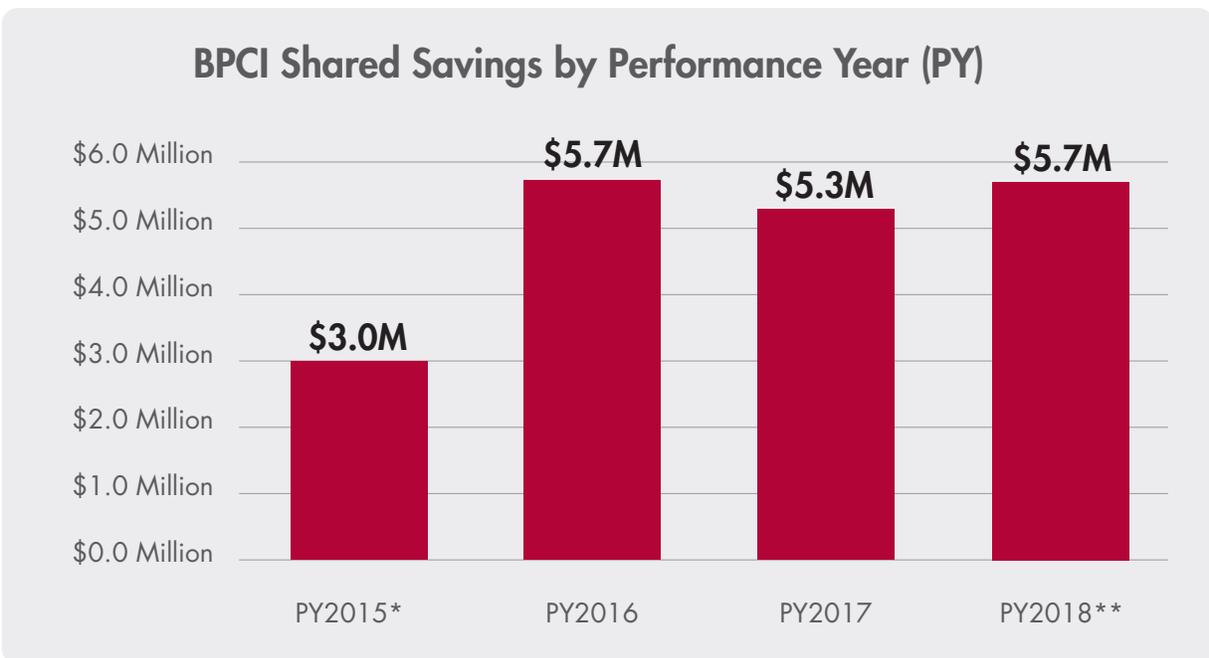
Throughout the program term, which ended September 2018, Orlando Health was held accountable to significant performance standards, including millions of dollars in performance risk if targets were not achieved. Therefore, it was imperative that the hospital teams and specialty care providers met regularly to identify critical areas of focus for cost management and quality improvement.

As such, these teams gathered on a monthly basis in multidisciplinary groups, known as Bundle Operational Leadership Teams (BOLTs), to review opportunities for each of the five conditions the health system opted to participate in, including: Lower Extremity Joint Replacements, Congestive Heart Failure, Transient Ischemic Attack, Stroke, and Coronary Artery Bypass Graft.

Through these meetings, redesigned models of care were implemented, enhanced care pathways for each condition were established, and new partnerships with providers across the continuum were forged. Program data was frequently shared with the engaged BOLTs to show their efforts were meaningfully bending the cost curve and improving rates of readmissions and other unnecessary utilization.

Ultimately, patients reaped the benefits of these better processes through lower costs and improved health outcomes, such as earlier mobilization following joint surgery and higher rates of discharge to home following hospitalization.

OHN is now preparing to renew program participation in the updated version of the BPCI program, known as "BPCI Advanced." The new model features significant changes and now includes bundled payment opportunities for outpatient care delivery, as well. Orlando Health is expected to participate in 11 unique episodes of care under the new model, effective January 2020.



*Time period: July 2015 - December 2015

**Time period: January 2018 - September 2018

Comprehensive Care for Joint Replacement

Since October 2018, Orlando Health has been participating in the mandatory federal bundled payment program known as the Comprehensive Care for Joint Replacement (CJR) program. This program is intended to be one of CMS' programmatic mechanisms to control healthcare spending for hospitals performing hip and knee replacements.

CJR is entering its fifth and final performance period in calendar year 2020. Orlando Health was previously not required to participate in CJR during its first three program years because the organization was concurrently engaged in the BPCI program for Lower Extremity Joint Replacement. However, Orlando Health's Health Central Hospital and South Lake Hospital, which were not enrolled in BPCI, have participated in the CJR program since inception and performed well financially and met quality targets.

As the original BPCI program has officially ended, CJR has now taken precedence statewide. Thus, all hospitals in Florida are now required to participate in CJR and manage total costs for their joint replacement surgeries and spending which occurs during the 90 day post-operative period.

The target prices hospitals are competing against are now based upon regional spending levels, as opposed to historic performance levels, and Orlando Health hospitals and OHN specialists believe their collaboration will serve to meet and exceed these targets.

Finally, CJR-participating hospitals are charged to deliver high-quality outcomes and patient satisfaction scores if they are to share in any of the potential savings generated. Fortunately, OHN providers have excelled both in risk-adjusted quality-of-care outcomes and patient experience scores compared to regional peers.

The CJR program is intended to control healthcare spending for hospitals performing hip and knee replacements.

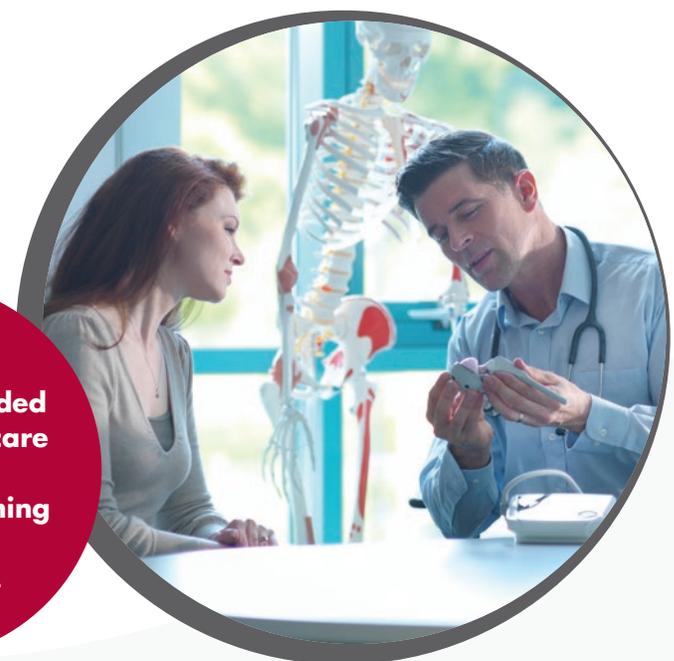
Optum Spine and Joint Surgery Program

In 2018, Orlando Health Network launched a regionally exclusive partnership with Optum (a member of United HealthCare Group) for its Center of Excellence Program known as the Spine and Joint Surgery (SJS) program. OHN is the first and only organization in Florida with such an arrangement, joining a prestigious list of other top orthopedic and neuro-orthopedic providers participating in the program across the country.

The SJS program is a bundled payment arrangement targeted toward commercial patient populations. Under the SJS model, several national and local employers have access to care featuring enhanced member benefits for three types of bundled payment surgical cases, including: (i) hip and knee joint replacement, (ii) lumbar spinal fusion, and (iii) cervical spinal fusion. The principal benefits to employers are cost predictability and the highest possible clinical outcomes.

The major benefits of the program for patients are:

1. Reduced hospital lengths of stay
2. Reduced inpatient readmissions
3. Fewer surgical-site infections
4. Access to dedicated care coordinators
5. Zero/low out-of-pocket member expense



Commercial ACO Performance



Cigna Collaborative Accountable Care

2018 Physician Quality Reporting Summary

Domain	Quality Measure	OHN Performance*	Market Performance
Preventive	Breast Cancer Screening	80.4%	77.0%
Preventive	Chlamydia Screening	47.1%	46.4%
Preventive	CAD Statin Use	75.5%	64.5%
Preventive	Depression Medication Management	41.4%	36.2%
Well Care Visits	Adolescent Well-Care Visit	68.5%	55.6%
Well Care Visits	Infancy Well-Child Visit	75.6%	73.2%
Diabetes Care	Diabetic Retinopathy Monitoring	35.9%	35.5%
Diabetes Care	Diabetic Nephropathy Monitoring	86.7%	72.1%
Diabetes Care	Diabetic HbA1c Poor Control (>9.0%)	88.7%	83.4%
Diabetes Care	Diabetic HbA1c Results Less Than 8.0%	78.1%	70.4%
Diabetes Care	Diabetic Statin Use	84.0%	79.2%
Utilization	Low Back Pain Imaging Use	73.4%	72.4%
Utilization	Pediatric Pharyngitis Antibiotic Use	95.0%	83.0%
Utilization	Acute Bronchitis Antibiotic Use	35.2%	26.2%
Utilization	Pediatric URI Antibiotic Use	96.7%	86.6%
Physician Quality Performance Metrics - Summary		15/15 Physician Measures Achieved	

*Green shading indicates Orlando Health Network performed statistically better than the market for each indicated metric in the 2018 Performance Year.



Aetna Whole Health Accountable Care Organization

2018 Physician Quality Reporting Summary

Domain	Quality Measure	OHN Performance*	Target Performance
Physician Quality	Colorectal Cancer Screening	71.8%	58.0%
Physician Quality	Breast Cancer Screening	81.6%	76.0%
Physician Quality	Cervical Cancer Screening	87.7%	74.0%
Physician Quality	HbA1c Poor Control (>9.0%)	86.7%	77.0%
Physician Quality	Treatment of Pediatric URI	94.4%	91.0%
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 physician cohort for each indicated metric in the 2018 Performance Year.



Florida Blue Accountable Provider Organization

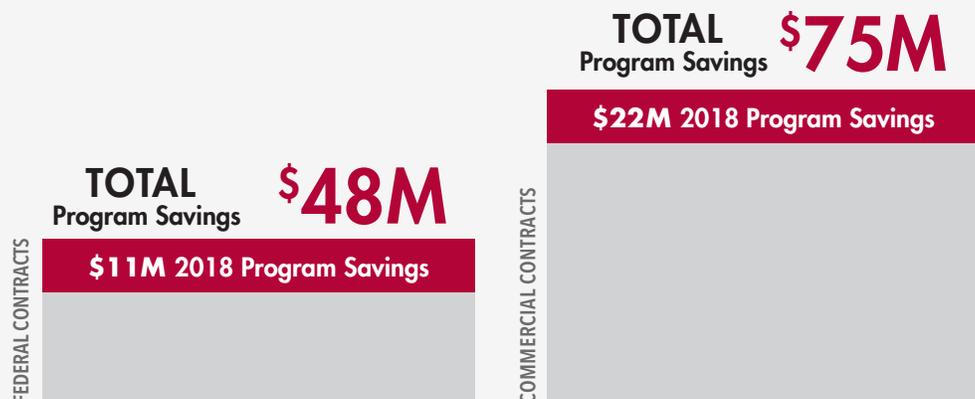
2018 Hospital and Physician Quality Reporting Summary

Domain	Quality Measure	OHN Performance*	Peer Performance
Quality	Blood Clot/DVE Prevention and Treatment	2.0%	2.0%
Experience	How do patients rate the hospital overall?	77.0%	69.0%
Experience	How often did nurses communicate with patients?	80.0%	76.0%
Experience	How often did doctors communicate with patients?	80.0%	76.0%
Readmissions	30-Day Readmission Rate for Heart Attack	As Expected	State Mean
Readmissions	30-Day Readmission Rate for Heart Failure	As Expected	State Mean
Readmissions	30-Day Readmission Rate for Pneumonia	As Expected	State Mean
Infection Rate	CLABSI in ICUs and Select Wards	Met National Benchmark	National Mean
Infection Rate	Surgical Site Infections from Colon Surgery	Exceeded National Benchmark	National Mean
Care Improvement	Participation in the NSQIP Registry	Yes	Program Participation
Hospital Quality Performance Metrics - Summary		10/10 Hospital Quality Metrics Achieved	
Physician Quality	Cervical Cancer Screenings	74.5%	69.1%
Physician Quality	Diabetes Care: HbA1c Screenings	92.6%	91.0%
Physician Quality	Diabetes Care: Nephropathy Monitoring	91.3%	89.4%
Physician Quality	Colorectal Cancer Screenings	69.4%	62.4%
Physician Quality	Appropriate Treatment for Pediatric URIs	92.6%	86.1%
Physician Quality Performance Measures - Summary		5/5 Physician Measures 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 2018 Performance Year.

Total Shared Savings Generated

Commercial and Federal ACO Contracts (in millions)



*ACO and bundled payment program savings generated from 2013, 2014, 2015, 2016, 2017 and 2018 performance years.

Disney Network Review

Orlando Health Cast Advantage Plan Continues Growth

The Orlando Health Network (OHN) 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 and bears contractual risk. In effect, OHN may receive possible financial incentive, or be assessed financial penalty, based on its ability to deliver quality outcomes and meet cost targets.

The plan, branded and known to Disney Cast Members as the Orlando Health Cast Advantage, has historically performed better than financial and quality goals resulting in lower employee premiums compared to the other health system-based options. These cost reductions drove significant savings to Cast Members, with many saving up to \$468 per year by choosing the Orlando Health Cast Advantage plan versus other options.

The Orlando Health Cast Advantage plan grew by more than 1,000 covered lives during the 2019 Annual Enrollment Period (AEP), surpassing 23,000 covered lives in total or approximately 54 percent of patient lives choosing one of the health system-based options. Entering 2020, the plan's service area will expand, thereby opening up the Orlando Health Cast Advantage plan option to more Cast Members. Given this expansion, more than 25,000 covered lives have selected the Orlando Health Cast Advantage plan for calendar year 2020.

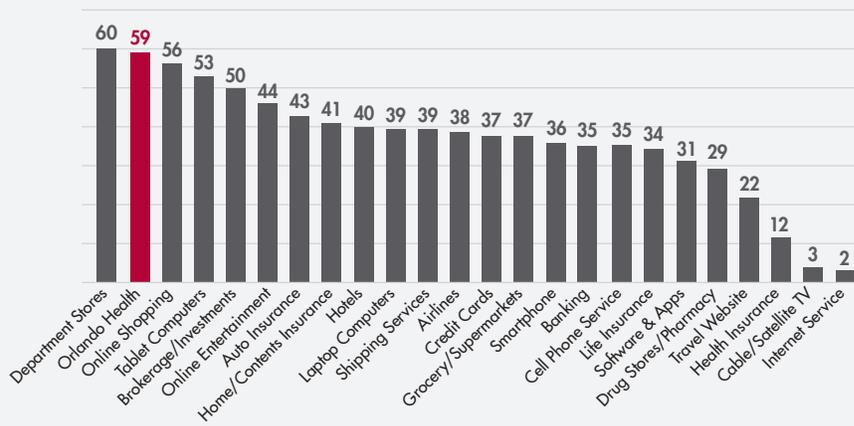
While most benefit changes for 2019 were limited, members were now offered access to Orlando Health's Virtual Visit telemedicine service, which operates 24 hours per day year-round and is fully staffed by board-certified physicians. The best part is that this service is offered for a \$0 copay to Cast Members and has been met with high utilization for conditions that would have otherwise resulted in after-hours visits to urgent care or emergency rooms.

The 2019 plan year marks the third and final year of the initial Disney arrangement, and both parties are enthusiastic about continuing the relationship for years to come. OHN will put a large focus for the 2020 plan year on (a) further educating the provider network on all resources available to Disney Cast Members, (b) increasing access to behavioral health, (c) leveraging targeted care management programs to decrease readmissions, and (d) expanding reporting to providers.

Patient Satisfaction

As experts in the hospitality industry, Cast Member patient experience remains a priority for Disney leadership. As such, OHN surveys Cast Advantage members annually for a better understanding of overall network satisfaction, why they selected the Orlando Health plan option, and what areas should be targeted for improvement. The survey results are then used to generate a composite industry score, known as the Net Promoter Score (NPS). Due to the great work of all OHN providers and support staff, this score significantly increased from 2018 to 2019, now making the Orlando Health's NPS composite rival revered customer-centric companies like Apple and Amazon!

Average NPS by Industry Sector



Patient Quality of Care

As part of the OHN arrangement with Disney, the Orlando Health hospitals are challenged to meet high standards for quality performance and patient satisfaction. One of the principal tools Disney uses to evaluate quality performance is data analytics from the vendor Quantros. Orlando Health has recently accessed its Quantros reports and is proud to share its hospital quality is among the best in the nation.

OHN’s overall hospital care performance is in the “Excellent” range, marking the network as a top performer nationally. Moreover, the network performs exceptionally in the mortality, complications and patient safety domains; however, there is significant market opportunity to perform more favorably in readmissions, and many of the ongoing network-led clinical transformation initiatives are looking to improve those rates in the upcoming performance periods in partnership with our OHN providers and care teams.



Disney Direct to Employer Arrangement

2018 Hospital and Physician Quality Reporting Summary

Domain	Quality Measure	OHN Performance*	Target
Utilization of Services	Cesarean-Section Delivery Rate	30.0%	≤ 30.0%
	Treatment of Pediatric Upper Respiratory Infections	89.0%	≥ 88.0%
	Patients with 5+ Emergency Room Visits	0.27%	≤ 0.27%
	30-Day All-Cause Hospital Readmissions	10.0%	≤ 9.0%
Preventative Care	Colorectal Cancer Screening	54.0%	≥ 48.0%
	Breast Cancer Screening	73.0%	≥ 73.0%
	Depression Screening and Follow-Up	76.0%	≥ 55.0%
Condition Management	Diabetes HbA1c Poor Control Management (<9.0%)	19.5%	≤ 29.0%
	Hypertension Management (<140/90)	68.3%	≥ 66.0%
	Adult BMI Assessment and Referral	90.2%	≥ 61.0%
Patient Experience	Overall Hospital Satisfaction (Hospital Rating of 9 or 10)	74.8%	≥ 72.0%
	Overall Provider Satisfaction (Physician Rating of 9 or 10)	86.2%	≥ 84.0%

* Green shading indicates performance met or exceeded the specified target. Yellow shading indicates performance did not meet the specified target.

Orlando Health Spotlight

Tracking Toward a '100 Top Hospitals' Ranking

Orlando Health is making positive strides toward its goal of being recognized as an IBM Watson Health 100 Top Hospital (formerly Truven Health 100) in the year 2020. The 100 Top Hospitals award is given annually to those hospitals that rank highest in overall performance in quality of patient care, operational efficiency and financial stability.



- Orlando Health started 2019 with the highest combined patient experience score ever achieved. Five hospitals, Orlando Health Orlando Regional Medical Center (ORMC), Orlando Health Winnie Palmer Hospital for Women & Babies, Orlando Health Arnold Palmer Hospital for Children, Orlando Health Dr. P. Phillips Hospital and Orlando Health South Seminole Hospital have each reached scores in the top 10 percent for inpatient services.
- In March 2019, IBM Watson Health ranked Orlando Health in the top 3 percent of hospitals in the nation for inpatient mortality outcomes. IBM Watson's risk-adjusted inpatient mortality index is one of 10 measures the company used to select its 2019 100 Top Hospitals.
- In April 2019, Orlando Health ORMC, Orlando Health Dr. P. Phillips Hospital, Orlando Health South Seminole Hospital and Orlando Health South Lake Hospital were the only hospitals in Central Florida to earn four stars from the Centers for Medicare & Medicaid Services Overall Hospital Quality Star Ratings.
- In fall 2019, the LeapFrog Group awarded "A" grades for patient safety and quality to Orlando Health ORMC, Orlando Health Dr. P. Phillips Hospital, Orlando Health – Health Central Hospital and Orlando Health South Lake Hospital. In addition, Orlando Health South Seminole Hospital received a "B" grade.
- Orlando Health's Right Care clinical inpatient standardization program is achieving success. It is about providing the right care to every patient, every time, in every Orlando Health facility, to decrease complications, length of stay and readmissions, while improving patient experience. As of May 2019, length of stay for five of the Right Care targeted conditions had been reduced by an average of 0.55 days, and mortality had been reduced by an average of 23 percent.
- Orlando Health's 100 Lives initiative, launched in January 2019, is aimed at saving an additional 100 lives this year through enhanced processes regarding early identification and treatment of sepsis among other key initiatives. "Our progress so far indicates we are on track to achieve that goal," reports Dr. Thomas Kelley, vice president of Quality and Clinical Transformation.

"We're pleased to see that these and other quality initiatives under way are truly making a difference," says Dr. Jamal Hakim, chief operating officer at Orlando Health. "We're grateful to all our physicians and team members who are working hard every day to continue improving our care to be the best provider possible."

ELLiE to Facilitate Integrated Patient Care

Orlando Health is moving full speed ahead in implementing the new Epic® comprehensive health record (CHR) system. Orlando Health's deployment of Epic, called "ELLiE", will offer enhanced data sharing capabilities, enable clinical practice improvements, expand patient outreach tools, streamline referral processes, and feature sophisticated reporting.

“ELLiE will be a simpler, more efficient service system that fosters full clinical and administrative integration,” says Chief Information Officer Novlet Mattis. “Through ELLiE, we will be able to integrate systems across Orlando Health, allowing for one chart to follow patients to every clinical setting where we serve them.”

Benefits of ELLiE will include:

- Timely and accurate flow of the patient’s comprehensive health story across the health system, thereby improving the continuity of care among providers
- Access to patient records at more than 250 healthcare organizations worldwide that also use Epic
- A single consumer portal called MyChart that will help patients coordinate their care
- Quicker billing and revenue collection, and clearer billing details to improve patient understanding



The planned go-live dates for ELLiE are: August 1, 2020; October 31, 2020; and February 27, 2021. The organization will take a phased-approach for go-live, with hospitals, facilities and Orlando Health Medical Group practices transitioning to Epic’s CHR on three dates.

Orlando Health Network (OHN) community providers who are not employed by Orlando Health will be offered an EpicCare Link® application to replace the current dbMotion Collaborate electronic health record system. EpicCare Link® will provide enhancements to referrals, reporting, ordering and overall data sharing between Orlando Health providers and non-employed community providers. OHN operational teams will use Epic’s Healthy Planet module, which allows for in-depth clinical management of patient populations. Future offerings may include extending ELLiE and other IT services to physician practices in 2021.

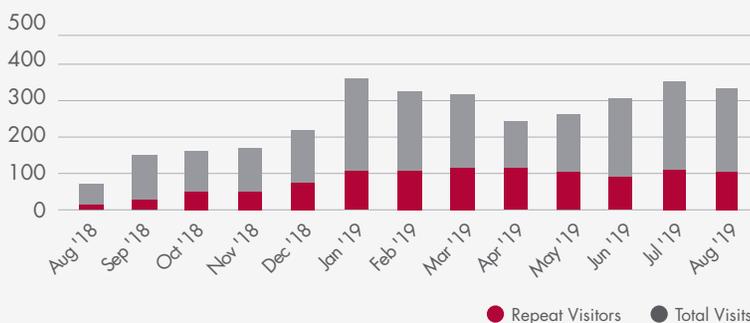
Virtual Visit Program Gains Traction

The Orlando Health Virtual Visit program is proving to be a successful offering that provides 24/7 care for basic medical needs. From August 2018 through August 2019, nearly 7,000 patients had registered for the Virtual Visit program, and a total of 4,172 physician appointments were completed. A pediatric Virtual Visit program was launched in February 2019.

Virtual Visit calls were registered in 33 states in the past year, demonstrating the program is a useful service option when patients travel. The top medical specialties represented in virtual visits last year included ear/nose/throat, pulmonology, genitourinary, pulmonology and dermatology. During a survey of 66 patients in August, 88 percent of users rated their Virtual Visit experience as “excellent” or “very good.” A significant number of patients have also become repeat users of the program, as shown in the chart to the right.

Virtual Visit User Metrics

Repeat Platform Utilization

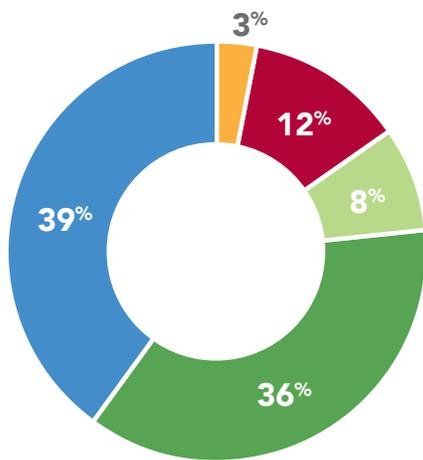


Network Updates

Provider Network Growth

The Orlando Health Network (OHN) has witnessed tremendous growth in the past 12 months, now scaling to include more than 4,600 providers, including over 3,000 physicians and more than 1,500 advanced practitioners. All told, this makes OHN the largest and longest operating clinically integrated network in the region.

As a product of the network's significant growth, it has also scaled its reach to our patients market-wide. Since 2013, OHN has grown more than 300 percent in terms of covered lives, to now represent more than 212,000 patients and more than \$1.4 billion in annual healthcare spend.



- Orlando Health Primary Care
- Orlando Health Specialty Care
- OHN Affiliate Specialty Care
- Other Adv Practice Providers
- OHN Affiliate Primary Care

OVER
212,000
PATIENT LIVES

LOCATIONS
ACROSS
SIX
CENTRAL FLORIDA
COUNTIES

MORE
THAN
4,600
ALIGNED
PROVIDERS

MORE THAN
1000
PHYSICIAN PRACTICES

#1 NETWORK
IN CENTRAL FLORIDA
OHN is the Largest, Most Established and
Highest Performing Network in the Region

2012

OHN preliminarily formed between Orlando Health and Physician Associates.

2013

OHN launches the state's first hospital-led Medicare ACO and the region's first Collaborative Accountable Care Organization.

2014

Florida Blue partners with OHN to kick off Florida's largest Accountable Provider Organization.

2015

OHN expands to include more community-based primary care providers, and Orlando Health begins Bundled Payments for Care Improvement.

Orlando Health Team Member Plan

Orlando Health is pleased to announce it will be evolving its current Orlando Health Team Member Health Plan (OHTMHP) offering into a quality-focused shared savings model for OHN providers to participate in the year ahead. Through this model, patients will be attributed to their primary care physicians via direct provider selection in the annual enrollment period, and those aligned patients will be used to measure each primary care provider's performance on quality, cost, utilization and risk management.

Quality metrics used in the new OHTMHP ACO model will mirror those used in other value-based contracts to encourage consistency across models. Cost performance will be determined at the aggregate and individual provider levels based on the actual cost experience relative to the fiscal year budget target. 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, and serve to incentivize providers who work to coordinate care and achieve top outcomes.

New United Healthcare Partnership

Orlando Health Network is working to develop an arrangement with the United HealthCare Group (UHG) to offer an upside-only commercial ACO model to providers in 2020. This contemplated partnership is a culmination of discussions UHG and OHN have been engaged in for years related to value-based care delivery.

Both parties are committed to delivering high-quality, cost-effective healthcare together and the considered relationship is projected to have an initial membership of more than 50,000 members in the Greater Orlando area which would make the ACO one of the largest such relationships in the country. This partnership will position OHN to officially hold the largest value-based partnerships with all of the major national carriers in the state of Florida. It is both the track record of the network and long-standing relationships with the payor partners that has made such a feat possible, and it cements OHN as an invaluable partner to payers, employers and, most importantly, patients.

Other Emerging Partnerships

Orlando Health Network is in discussions with commercial payors, Medicare Advantage plans and numerous employers to develop new value-based programs in the coming year. These conversations will inevitably take the form of new and innovative ACO programs, bundled payments initiatives for episodic care, and OHN-centric network offerings through partnerships with many pioneering organizations, such as Imagine Health, Employers Health Network and others who are working with progressive health plans, coalitions and employers. Concurrent to these efforts, OHN will continue to strive to deliver value to our existing payor partners to whom we are already aligned, by continuing to provide the lowest-cost, highest-quality care possible to their members and dependents in the market.



Clinical Transformation Initiatives

In today's healthcare industry, a significant percentage of the overall healthcare spend is attributable to unnecessary, inappropriate and/or duplicative care. Orlando Health Network (OHN) is keenly focused on eliminating such needless services to improve patient care and drive down wasteful overspending as much as possible. Additional care redesign and cost management tactics to help us achieve that goal include those listed here.

Heart Failure

The principal organizational goal for patients suffering from heart failure is to reduce hospital readmissions. An initial assessment of processes and programs revealed several barriers to providing the highest quality of care, including resource misalignment, lack of performance reporting and clinical data capture, and poor patient identification tools.

Using industry best practice guidelines, OHN has developed a strategic plan spanning the pre-acute, acute and post-acute care settings. Better aligning resources to improve medication dispensing and patient adherence, expanding patient educational resources, encouraging post-acute follow-up visits, and remaining connected to patients after they are discharged will result in reduced readmissions, improved clinical quality and better patient satisfaction. Monitoring this progress will be made possible by the implementation of daily, weekly and monthly progress dashboards.

Chronic Obstructive Pulmonary Disease

OHN is also focused on better managing patients with chronic obstructive pulmonary disease (COPD) system-wide. Similar to heart failure, this initiative is largely focused on reducing preventable hospital readmissions and overall hospital length of stay. To make this possible, OHN staff is partnering with our hospital leadership teams and network-aligned pulmonologists to implement evidence-based best practices to provide patient education, adopt enhanced medication management approaches, increase patient participation in respiratory and pulmonary

rehabilitation therapy programs, and increase post-acute follow-up visits with pulmonologists and primary care providers. If these goals are met, the patient's quality of life will assuredly be improved and condition-related complications mitigated — delivering on both quality and cost-of-care objectives.

Chronic Kidney Disease and End Stage Renal Disease

Patients afflicted with Chronic Kidney Disease (CKD) and End Stage Renal Disease (ESRD) represent some of the most acutely ill patients with multiple comorbidities for ACOs nationally. Not surprisingly, CKD/ESRD patients frequently represent a significant portion of cost borne by ACOs, representing roughly 1 percent of the Orlando Health Network patients driving nearly 10 percent of the total cost of care.

The network has begun to explore opportunities for expanded kidney care services to address this cost problem, which fundamentally stems from coordination of care opportunities. Working with partnered nephrology organizations, the network believes the management of CKD and ESRD patients stands to be significantly improved by better leveraging data and technologies to identify patients early on in the disease state and developing a high-touch, comprehensive kidney care model spanning the disease state. We plan to deploy seamless clinical workflows to transition patients from CKD to ESRD care, and encourage the adoption of patient-centered, home-based dialysis devices, such as peritoneal dialysis or home hemodialysis units, while also encouraging greater use of kidney transplant as a therapeutic option.

Behavioral Health

OHN recently implemented an integrated primary care behavioral health model to improve behavioral health access, increase patient compliance and decrease hospital admissions. The Advisory Board Company estimates that 60 percent of patients with mental illness are treated in primary care settings despite providers' numerous barriers to adequate behavioral health resources. Primary care providers are then faced with competing medical complexities, compounded by time constraints, and oftentimes have not received specialized psychiatric training. The integrated model looks to address these issues by embedding behavioral health clinicians into the primary care settings to serve as additional resources. When a patient with unaddressed behavioral health needs is identified, the provider will be able to provide a warm handoff to the behavioral health clinician for assessment and short-term treatment consisting of three to five visits. Patients in need of long-term care also can be referred to appropriate behavioral health provider resources.

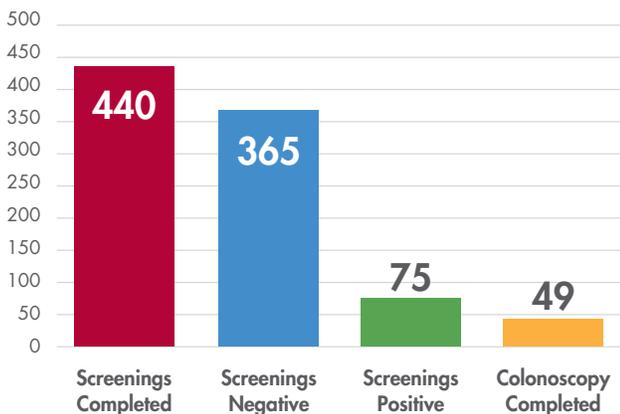


Cancer Screening Outreach Initiatives

OHN's value-based care portfolio features several quality performance metrics for the screening of various cancers, with colorectal cancer and breast cancer being two of the most common. In 2018 and 2019, OHN's care management and network operations teams conducted multiple care gap closure outreach pilots targeted at improving screening rates for these two potentially devastating conditions. The observed success rates in both outreaches were remarkable at both the network-wide and single practice pilot levels. The colorectal cancer outreach targeted multiple populations network-wide and was able to screen 440 individuals with open care gaps, and escalate 65 percent of all positive screenings to have completed colonoscopies. The breast cancer screening pilot focused on a single primary care office over a one-month period and yielded a staggering 48 percent care gap closure rate through better reporting and patient scheduling alone. These results demonstrate the success and effectiveness of solid patient outreach and engagement strategies.

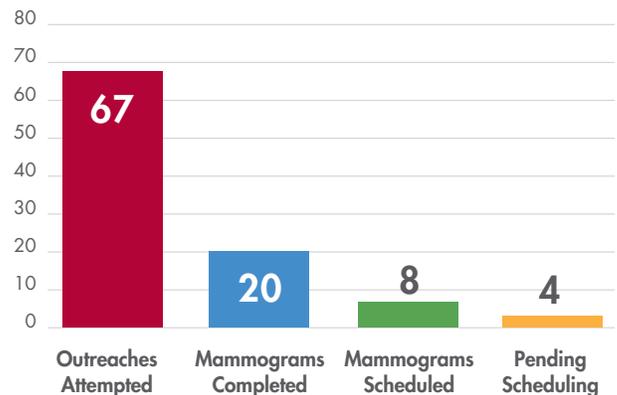
Colorectal Cancer Screening Outreach Initiative

Network-wide Pilot



Breast Cancer Outreach Screening Initiative

Single Office Pilot



Home Health Network

A high-value Home Health Network is now under development with several metrics being considered for network inclusion. By performing a detailed analysis and vetting process, the network hopes to assist patients and providers with informed decision-making to help them achieve the best possible clinical outcomes for their conditions. Having an established post-acute care network will allow us to work collaboratively with providers to follow best practices and improve clinical pathways to achieve our goals.

Home Visit Program

In June 2019, Orlando Health Collaborative Care, Orlando Health's Medicare ACO, was selected to receive a grant from the Institute for Accountable Care and the National Association of ACOs (NAACOS) to participate in the high-cost, high-needs (HCHN) home visit initiative. OHN will work with the Camden Coalition of Healthcare Providers to develop innovative models to address patients with complex health, socio-behavioral and socioeconomic needs. A cohort of patients is being identified based on conditional need and geographic "hot spotting," which will enable pilot efforts to focus in on specifically affected and vulnerable communities that would benefit most from in-home and virtual interventions. The goal of the program is a reduction in healthcare spending and the avoidance of unnecessary emergency room visits and hospital admissions.

Laboratory Management

In 2018, OHN began an initiative to streamline the ordering process for specialty and genetic lab tests to drive cost efficiencies for the Orlando Health Team Member Health Plan (OHTMHP). Orlando Health Labs became the single point of entry for OHTMHP lab tests and features a \$0 copay for team members with the HMO plan options. Laboratory administration has created a workflow for any lab tests that need to be redirected to other contracted laboratories, as necessary, thereby streamlining the ordering process for physicians and facilities. This process will assist OHN in reducing unnecessary and inappropriate test ordering, eliminate costly lab leakage, and direct the most rare and expensive lab tests to in-network partner labs to mitigate exorbitant expenditures stemming from out-of-network laboratories.

Skilled Nursing Facility Network

April 2019 marked the launch of the first Orlando Health Post-Acute Care Network for Skilled Nursing Facilities (SNFs), including SNFs operated and owned by Orlando Health. These network facilities will help Orlando Health fulfill its responsibilities to patients upon hospital discharge and help them transition to their next stage of care. A dozen SNF-specific performance metrics were selected to help identify facilities for network inclusion, including measures for cost performance, length of stay management, readmission and complication rates, clinical performance outcomes, and CMS Stars Ratings.

SNFs selected to be in the post-acute network have been charged to help OHN achieve its goals of a reduction in hospital length of stay and readmissions, a reduction in SNF length of stay, and an improvement in longitudinal health outcomes. To achieve these outcomes, OHN is providing SNFs with quarterly performance scorecards so they can track their progress and adhere to best practice clinical pathways designed by OHN clinical leadership.

Pharmacy Alternatives

Based on recent actuarial studies, The Advisory Board Company notes that prescription drug spending now represents the fastest growing component of healthcare expenditures in America, even outpacing inpatient acute care hospital spending growth. In light of this trend, OHN has committed to offering its providers simple yet impactful initiatives to benefit our patients and achieve our mutual goals. In collaboration with Disney's pharmacy benefit manager, the network has developed tailored communications to send to provider offices with lists of low-cost medication alternatives for their Orlando Health Cast Advantage Disney patients. These alternatives are equivalent to the currently prescribed medications and may only vary slightly in dosage and/or form (e.g., tablet vs. capsule). That said, these alternatives are promised to produce substantial cost savings to patients and the plan. By virtue of making these medication modifications, Orlando Health Cast Advantage Disney patients may see significant reductions in their copayments for future prescriptions and prescription refills, with some members seeing savings exceed \$100 per refill.

Advanced Imaging Management

In January 2019, a multidisciplinary clinical care team came together to discuss the avoidance of unnecessary scans for uncomplicated lower back pain. Another such team met in May 2019 to address avoidance of unnecessary imaging for pediatric headaches. Each group produced clinical algorithms that were used to develop policies for appropriate imaging utilization. Provider outliers were also identified and educated on the initiative with the goal of reducing unnecessary utilization. Finally, patient education materials were produced and have been made available for distribution to any interested OHN practice to help improve communication with patients on these topics.

Appropriate Site of Care

In 2018, OHN began an initiative to better educate patients on the differences between Emergency Care, Urgent Care and Primary Care. Using claims data, OHN operations staff observed a high percentage of patients inappropriately utilizing the emergency room and urgent care settings for visits that could have been avoided if their primary care provider had been seen first. With the assistance of the OHN Medical Directors, the network teams developed patient-facing educational materials to guide informed decision-making. The materials include adult and pediatric service versions of posters and patient flyers with “stop-light” color coding to explain when to utilize each site of care and for what services. These resources are available to all OHN practices in English, Spanish, Haitian Creole and Vietnamese.



Palliative Care

Orlando Health launched its Supportive Care Program in July 2019 to provide expanded adult outpatient palliative care services to patients. Supportive care, also known as palliative care, addresses physical, mental, social, emotional and spiritual needs, and connects patients with community resources. The program is currently operational in the cardiology, pulmonology and oncology clinics on the Orlando Health downtown campus. Supportive care physicians and advanced practice providers work alongside the patient and their Orlando Health providers to manage side effects associated with disease progression and ongoing treatment, and help patients make decisions about the treatments they do or do not want. The goals of this program are to:

- Increase advance directive documentation
- Enhance patient satisfaction
- Improve mortality rate
- Reduce total cost of care
- Lower length of stay
- Mitigate readmissions

ER CONVERSION RATE

17% FEWER HOSPITAL
ADMISSIONS

from Orlando Health ERs vs. Market Hospital ERs

Network Provider Feedback



Pamela Ponce, MD
Orlando Health Medical Group
Pediatrics
OHN Member since 2013

I have had the pleasure of being with the Orlando Health family for the last 11 years. I started as a pediatric resident in 2008 and stayed on as faculty after graduation. I have been on both sides of the spectrum as a patient and a physician. I had both of my children at Winnie Palmer and it was a great experience. When I transitioned to private practice and out of the academic setting, I remained with Orlando Health. I worked with the ER, subspecialists and inpatient team to coordinate patient-centered care from the community setting. Just two years ago, I came back to Orlando Health full-time as part of the Physician Associates family. I could not imagine working anywhere else or having my patients and family cared for anywhere else.



Patrick Gonzales, MD
Southwest Orlando Family Medicine
Family Medicine
OHN Member since 2014

In today's world, medicine no longer functions in silos. We all work in partnership to deliver care to our community and the individual. If we view medicine as a financial endeavor, we only distance ourselves from care delivery and our collective network aims. In that regard, Orlando Health Network (OHN) has helped offer coordinated care to improve quality and is working to address costs without adversely affecting those providing the care. While I have been working with OHN since 2014, I have served the broader community with Orlando Health for more than 20 years. I can say that the work we have been able to accomplish with the network has helped us better advocate for patients, assist us in meeting healthcare's ever-growing demands, and opened many doors that would have otherwise been shut.



Edgar Cruz, MD
Cruz Medical Services, LLC
Family Medicine
OHN Member since 2015

Working with Orlando Health Network has been a great experience for me. As part of an independent, small family practice office, this opportunity has allowed me to get up-to-date information about best practice policies and procedures that are essential to ensure we are current with the ever-evolving demands and requirements of our healthcare environment. As a member of the network's Quality Committee, I am engaged on the front lines of process implementation and policy review to ensure we, as a network, provide the best quality of care for our patients, while also trying to make a positive impact in overall healthcare costs.



Martin Soto, MD
Orlando Health Medical Group
Family Medicine
OHN Member since 2013

Being a part of the Orlando Health Network (OHN) has provided me with a robust team of professionals that support me and my practice in providing the best care to my patients. I am grateful to have the opportunity to work together with the network to define quality-focused and innovative new programs that help us achieve our common goals and enable us to provide the right care, in the right place, at the right time for all of our patients. As a part of OHN, I feel as though my feedback is valued and that I am a respected partner in the group. We work collaboratively to navigate through all of the challenges that the changing healthcare landscape brings to professionals.

Care Management Patient Stories

Caregiver Empowerment

After suffering a traumatic brain injury, a patient was discharged home to the care of his mother. The patient had memory loss, physical limitations, and was unable to make healthcare decisions. This condition required substantial post-acute care with many specialists. The coordination of these visits would have fallen entirely on the already overwhelmed mother; however, an Orlando Health Network (OHN) care manager stepped into action to arrange the next steps. Through continual interaction with OHN, the mother became adept at managing the patient's condition and has expressed her utmost gratitude to OHN for its assistance and for empowering her in the care delivery process.

Proactive Coordination

Following an emergency operation to treat a pancreatic mass, a patient was discharged home with orders to feed through a tube during recovery. The assigned OHN care manager followed up with the patient two days post-discharge only to discover the patient had nearly exhausted their full supply of food and medications. After hearing the patient had no one to obtain additional supplies, the care manager collaborated with the patient's primary care office, dietary vendors and the pharmacy to ensure that the necessary foods and medications were delivered to the patient's home immediately.

Patient Engagement

An elderly patient suffered a stroke but fortunately had no major lingering deficits. Following discharge from the hospital, the patient was very motivated to engage in wellness activities to promote a healthier lifestyle, including working with an OHN care manager who was able to provide health coaching and education to support improvement of the condition and adopt healthier behaviors. The relationship with the care manager proved to be one that positively effectuated change in the patient's life, as evidenced by the patient's consistent daily blood pressure monitoring, desire to find new ways to achieve optimal health, and positive attitude.



OHN Medical Directors' Review

Last year was a banner year for Orlando Health's Clinically Integrated Network. Our patient enrollment is up, exceeding that of our competitors for important ACO alliances. Our connections within our medical community continue to strengthen, as we embrace the true meaning of the oftentimes overused phrase "Patient-Centered Medical Neighborhood." And we continue to work to move the needle toward achievement of the Quadruple Aim of optimized population health, improved patient experience, improved provider satisfaction and decreased cost of care.

Projects we would like to highlight in our look back on the year include a strong and ever-improving collaboration with our partners at CareSpot Urgent Care, including provider education on topics to improve collaboration with PCPs, reduce antibiotic use, and refine point-of-care testing while maintaining patient satisfaction. They are also helping us to redirect patients to their PCPs when possible, to urgent care when indicated, and to the ED only in emergencies.

In other areas, our Supportive Care program just got off the ground, offering what used to be known as palliative care to patients with heart failure, cancer and COPD, in order to improve quality of life and optimize care planning in parallel with PCP and specialist interventions. As for reducing waste, clinicians in our network have also actively embraced patient education materials to reduce unnecessary advanced imaging, such as for pediatric headache and adult low back pain. Also much needed, our expansion of Behavioral Health programs will help to provide the long-awaited and necessary resources for our patients and their families.

This past year has certainly offered us new challenges and opportunities, particularly as Orlando Health invests a greater deal of time and manpower to our new Comprehensive Health Record, ELLiE (Epic). We are confident that this technology will allow us as a medical community to work together more seamlessly to optimize preventive and disease-state-related care for our mutually shared patients, and to simultaneously improve work satisfaction for our provider partners. In 2020, our OHN Quality Committee, comprised of both employed and community provider partners, will also seek to expand initiatives to help network providers close challenging "care gaps" (e.g., ensuring our patients have wellness visits, get screened for cancer, etc., and improve care coordination).

This year, Orlando Health Arnold Palmer Hospital for Children is celebrating its 30th birthday this year. It is incredible to have witnessed the changes our pediatric community alone have realized in that time period — the evolution and care landmarks made in this community are innumerable and so impressive. And, as Orlando as a community has grown, so have we with and within our community as a clinically integrated network, becoming ever more mature and sophisticated in the way we care for our patients. We now represent the best of our medical community, for our community. We are grateful to and proud of our OHN team, who keep us connected, and all of our OHN providers, who make us our very best. Thank you for your continued involvement, constructive feedback and relentless passion.



Alix Casler, MD



Daniela Serafimovska, DO

About the Medical Directors: Dr. Alix Casler is a practicing pediatrician and chief of pediatrics at Orlando Health Physician Associates. Dr. Daniela Serafimovska is an internist with the Inpatient Medicine Group (IMG) at Orlando Health. She has previously served as associate director of IMG at Orlando Health Orlando Regional Medical Center and vice-chair of the Department of Medicine. Drs. Casler and Serafimovska trained together in Quality Improvement at the Institute for Healthcare Improvement in Cambridge, Massachusetts

New Services and Facilities

It's an exciting time for Orlando Health as we continue to expand our footprint into Central Florida communities with the opening of new facilities spanning the healthcare continuum. The following is an update on recently opened facilities and others on the way.

Orlando Health Physician Associates

Orlando Health's physician network continues to grow. New offices of Orlando Health Physician Associates opened in the following locations in 2019: Horizon West, Kissimmee, Orange City, Sanford/Lake Forest, Summerport, Wekiva and Winter Springs.

Additional growth is planned for 2020 with new locations to open in Champions Gate, East Oviedo, Four Corners and Winter Park. Other plans include a new location in the Apopka/Sorrento area slated for 2021.

Freestanding Emergency Rooms and Medical Pavilions

Orlando Health Emergency Room and Medical Pavilion – Horizon West
Operational September 2018.

Orlando Health Emergency Room and Medical Pavilion – Osceola
Operational January 2019.

Orlando Health Emergency Room and Medical Pavilion – Lake Mary
Operational September 2019.

Orlando Health Medical Pavilion – Oviedo
Opening in late 2019.

Orlando Health Emergency Room and Medical Pavilion – Randal Park
Opening in fall 2020.

Orlando Health Emergency Room and Medical Pavilion – Reunion Village
Opening in early 2021.



CareSpot Urgent Care Centers

CareSpot Urgent Care Orlando Health – Lee Vista
Operational in June 2019.

CareSpot Urgent Care Orlando Health – Clermont
Opening in spring 2020.

Regional Cancer Centers

Orlando Health UF Health Cancer Center – Dr. Phillips
Operational winter 2018.

Orlando Health UF Health Cancer Center – Health Central Hospital
Operational fall 2018.

Ambulatory Surgery Centers

Orlando Health Ambulatory Surgery Center – Summerport

Operational fall 2019.

Orlando Health Ambulatory Surgery Center – Lake Mary

Operational fall 2019.

Post Acute Care

Orlando Health Center for Rehabilitation

On the campus of Orlando Health – Health Central Hospital

Operational summer 2019.

Orlando Health Imaging Centers

Orlando Health Imaging Centers – Lake Mary

Operational October 2019.

Orlando Health Imaging Centers – Summerport

Opening in early 2020.

Orlando Health Imaging Centers – Winter Park

Opening in early 2020.

Orlando Health LabWorks

Orlando Health LabWorks – Osceola

Operational February 2019.

Orlando Health LabWorks – Summerport

Operational May 2019.

Orlando Health LabWorks – Lake Mary

Operational October 2019.

Orlando Health LabWorks – Winter Park

Opening in early 2020.

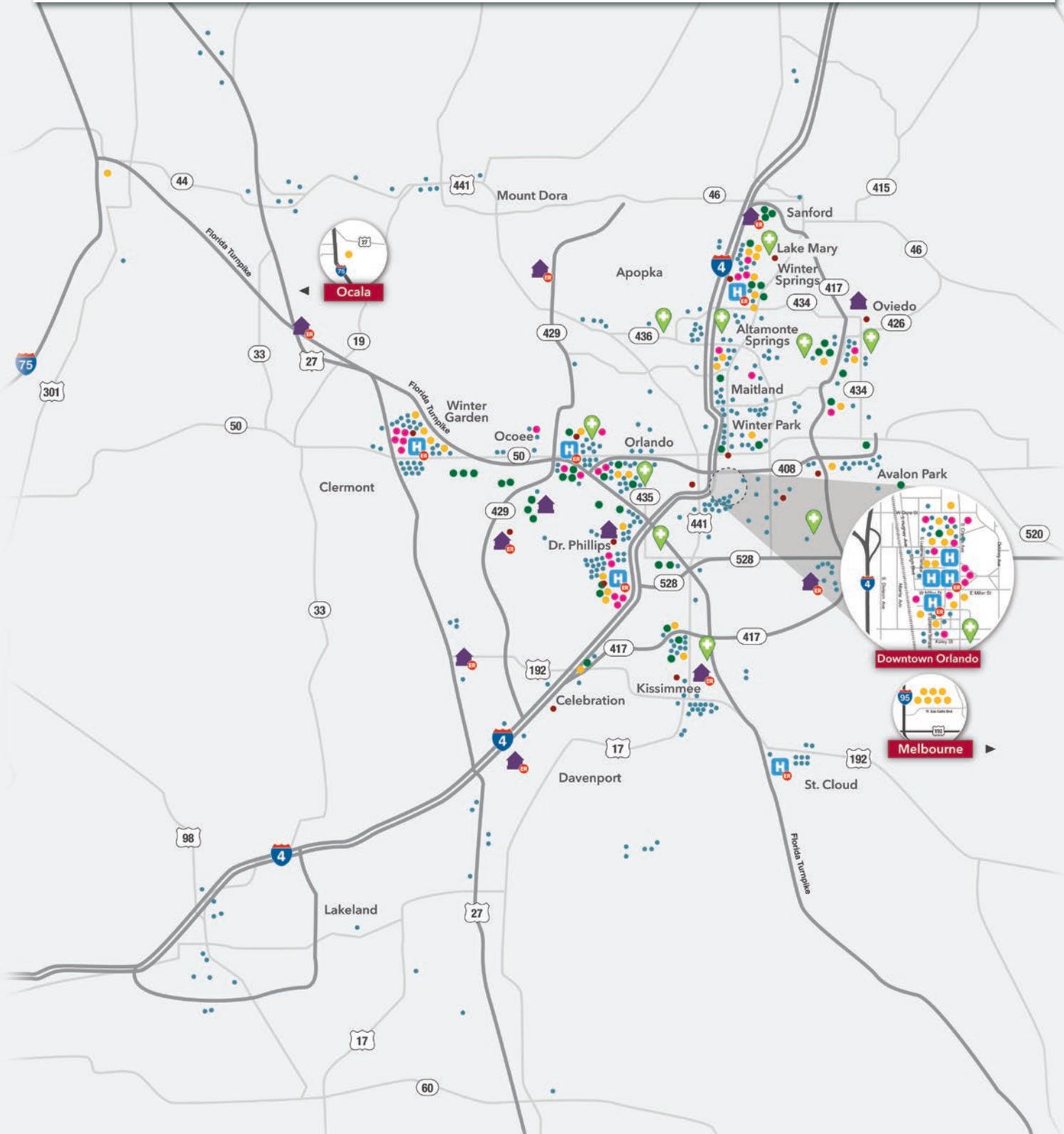
Orlando Health LabWorks – Randal Park

Opening in fall 2020.



Orlando Health Facilities Map

- | | | | |
|--|---|--|--|
|  Orlando Health Hospitals |  Medical Pavilions |  Primary Care Practices |  Outpatient Services* |
|  ER's & Pediatric ER's |  CareSpot Urgent Cares |  Specialty Care Practices |  Community Physicians |
|  Heart Institute | *Includes Imaging, Rehab, Laboratory and Cancer Centers. | | |



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



OrlandoHealthNetwork.com