

# Clinically Integrated Network Value Report 2021



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### Letter from the Board of Directors

Dear Friends and Network Colleagues,

As the new chairman of the Orlando Health Network (OHN) Board of Directors, I consider it an honor and true pleasure to present our Clinically Integrated Network Value Report for 2021 which highlights our accomplishments from the year prior and looks ahead to our future.

Reflecting on the past, I would like to start by thanking Dr. John Cappleman, the former chair of the OHN Board of Directors, for his leadership over the past six years. Dr. Cappleman served as the network's first chairman, and he fulfilled the office's maximum term as of August 2021. His contributions to our health system's clinically integrated network have been great, particularly in advancing the network's reach and in consistently ensuring the highest levels of care for our patients and communities served.

During Dr. Cappleman's tenure, he provided insight to advance OHN's value-based efforts, most notably earning distinctions as a leader in quality of care and patient outcomes. Today, OHN is recognized by its payer partners as a quality provider network locally, regionally and nationally. Under his leadership, we were able to significantly evolve our clinically integrated network from being a solely primary care-focused partnership to now one of the largest multispecialty collaboratives in the country. As a testament to Dr. Cappleman's leadership, OHN can boast myriad impressive statistics and feats, including the following:

- OHN includes more than 5,500 multispecialty providers, an expanding ambulatory footprint and 16 wholly owned hospitals and emergency departments.
- The network now encompasses 13 counties across the central and western regions of Florida and is responsible for the care of nearly 300,000 patients.
- Network-participating providers have improved care for our patients with the highest quality results across plans while also saving more than \$153 million in healthcare costs to patients, taxpayers, employers and insurers.
- Payers and employers are increasingly seeking closer alignment opportunities with the network, including close partnerships with all major payers, the largest direct-to-employer agreement in the nation, and dedicated OHN-centric offerings for progressive employers such as *Rosen Hotels and Resorts* and the *School District of Osceola County*, among many others.

So much great work has been accomplished and, looking ahead, the upcoming year promises to be one of great opportunity as we continue to evolve and introduce new capabilities to expand our network's reach.

Now that all Orlando Health hospitals and physician practices are live on ELLiE, we have greater connectivity across our provider network through tools such as *EpicCare Link*. Additionally, we have rolled out new tools to provide greater on-demand reporting, drill-down functionality and point-of-care solutions. More features continue to be added to these platforms through our community-affiliated provider portal as well, such as enhanced risk coding functionality and care gap attestation reminders. We are now supporting care coordination systemwide by providing easier access to medical records, enhanced referral and ordering tools, and improved reporting for more than 4,500 community users.

I would be remiss if I did not also mention our exciting and ever-expanding clinical footprint by welcoming our new family at Bayfront Health St. Petersburg! We are incredibly pleased to have our partners at the Bayfront Health Network begin their clinically integrated network journey. We look forward to furthering our network's mission in the St. Petersburg market.

As a member of the OHN Board of Directors since March 2018, I have been a privileged witness to the great happenings and achievements described above. I hope to bring my experiences from that service coupled with my 39 years as a board-certified family medicine physician to continue this journey we started with OHN and are now launching with the Bayfront Health Network.

Lastly, I am hopeful we will continue to make progress out of the pandemic and begin to get back to some sense of normalcy. And, I promise we will remain resilient and supportive regardless of our circumstances.

I look forward to this opportunity to continue to serve my network colleagues and thank you all in advance for your continued dedication, excellence and compassion you bring to our patients every day. It is because of you all that we have become the network of choice for so many and continue to achieve great things together.

Humbly Yours,

Erik C. Walker, MD  
Board Chairman, Orlando Health Network

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### Bayfront Health Network

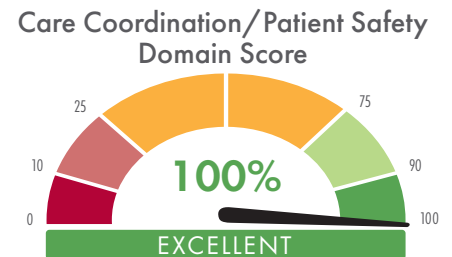
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## Medicare Shared Savings Program

The Medicare Shared Savings Program (MSSP) is a voluntary advanced alternative payment model operated by the *Centers for Medicare and Medicaid Services (CMS)* which enables physicians, hospitals and other healthcare professionals to form Accountable Care Organizations (ACO). Through these ACOs, providers have the opportunity to further align their efforts to give patients a more coordinated care experience, resulting in higher quality and patient outcomes. The integration between the primary care provider and other healthcare professionals also drives more cost-effective processes through collaborative care across the care continuum. MSSP participation requires significant focus on care management, quality reporting, patient experience and cost containment. For the eighth straight year in a row, we are proud to share that the Orlando Health Collaborative Care ACO generated financial savings to CMS while simultaneously receiving high marks in performance across the four major quality domains.



## Bundled Payment Programs

### Bundled Payments for Care Improvement – Advanced (BPCI-A)

Orlando Health’s participation in the voluntary Bundled Payments for Care Improvement Advanced (BPCI-A) program requires the organization to be responsible for managing patient care throughout a defined clinical episode, beginning from an initial inpatient admission and spanning a period of 90 days post-discharge. The goal of this program is to better coordinate care, reduce expenditures and improve quality of care for our patients.

Orlando Health bears financial risk in this federal program based on cost and quality performance. If total episode expenditures are less than the set target price, the *Centers for Medicare and Medicaid Services (CMS)* will pay Orlando Health an incentive payment; however, if expenditures exceed the target price, *CMS* will collect a penalty payment. Thus, the health system relies on its close partnership with aligned providers to drive results which exceed program benchmarks and ultimately benefit our patients.

In 2021, Orlando Health entered 12 episodes across three clinical service lines, as shown to the right. During this period, Orlando Health partnered with *Signify Health* to focus on the following four levers critical to ensuring program success:

- **Next Site of Care:** Optimizing utilization of the appropriate next site of care by adequately preparing patients and families for their care journey and ensuring resources are in place for a smooth transition.
- **Performance Networks:** Leveraging a dedicated network of top-performing skilled nursing facilities and home health agencies, coupled with our post-acute network representatives and nursing team.
- **Skilled Nursing Facility Length of Stay:** Ensuring discharge plans are updated and reflect the most current goals of care based on patient need to reduce unnecessary utilization of post-acute beds and improve quality.
- **Readmissions:** Avoiding preventable readmissions through proactive care management techniques, such as transitional care management programs and medication management support.

Orlando Health’s 2021 Clinical Episodes	
<b>Gastrointestinal Care</b>	
Gastrointestinal Obstruction	
Gastrointestinal Hemorrhage	
Disorders of Liver Except Malignancy, Cirrhosis or Alcoholic Hepatitis	
Inflammatory Bowel Disease	
<b>Medical and Critical Care</b>	
Sepsis	
Simple Pneumonia and Respiratory Infections	
Chronic Obstructive Pulmonary Disease, Bronchitis, Asthma	
Renal Failure	
Urinary Tract Infection	
Cellulitis	
<b>Neurological Care</b>	
Stroke	
Seizures	



### Comprehensive Care for Joint Replacement

The Comprehensive Care for Joint Replacement (CJR) program is a federally mandated bundled payment program administered by *CMS* which is focused on curbing spending for major joint replacements, specifically hip, knee and ankle replacements. Much like BPCI-A, Orlando Health is responsible for managing cost of care for 90-day periods following hospitalization for these orthopedic procedures with target prices being set at regionally determined benchmarks. If successful, Orlando Health can earn incentives, but if costs exceed the benchmarks, then the health system will owe the full difference between actual spend and the target.

Orlando Health teams meet monthly across the system to review program performance data and implement new approaches to care redesign based on identified opportunities for improvement. In the most recently reconciled performance period, spanning September 2019 – September 2020, Orlando Health completed more than 1,000 qualified episodes and saved more than \$1 million (a 5.3 percent savings rate compared to target).

The CJR program has been extended for an additional three-year term, ending in December 2024. As of July 2021, the program began including total hip, knee and ankle replacement procedures in the hospital-based outpatient setting for the first time. Prior to this, the program included only procedures completed in the inpatient setting.

## Commercial ACO Performance



### Cigna Collaborative Accountable Care 2020 Enhanced Quality Reporting Summary

Domain	Quality Measure	OHN Performance*	Target Performance
Preventive	Breast Cancer Screening	79.6%	76.3%
Preventive	Chlamydia Screening	50.4%	54.6%
Preventive	Coronary Artery Disease Statin Use	77.1%	66.4%
Well Care Visits	Adolescent Well-Care Visit	69.5%	53.7%
Well Care Visits	Infancy Well-Child Visit	91.1%	87.3%
Diabetes Care	Diabetic Retinopathy Monitoring	31.5%	28.8%
Diabetes Care	Diabetic HbA1c Results Less Than 8.0%	78.1%	74.5%
Diabetes Care	Diabetic Statin Use	87.0%	84.8%
Utilization	Generic Dispensing Rate	88.0%	88.3%
Physician Quality Performance Metrics - Summary		7/9 Physician Measures Achieved	

\*Green shading indicates Orlando Health Network performed statistically better than the market peer cohort for each indicated metric in the 2020 Performance Year. Yellow shading indicates an opportunity for improvement relative to the market based on 2020 results.



### Florida Blue Accountable Provider Organization 2020 Program Quality Reporting Summary

Domain	Quality Measure	OHN Performance**	Target Performance
Experience	How do patients rate the hospital overall?	76.0%	68.0%
Experience	How often did nurses communicate with patients?	79.0%	77.0%
Experience	How often did doctors communicate with patients?	78.0%	77.0%
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	Better than National Benchmark	National Mean
Infection Rate	Surgical Site Infections from Colon Surgery	Better than 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	Cervical Cancer Screenings	77.8%	73.2%
Physician Quality	Diabetes Care: HbA1c Screenings	91.4%	88.7%
Physician Quality	Diabetes Care: Nephropathy Monitoring	89.2%	89.1%
Physician Quality	Colorectal Cancer Screenings	61.7%	57.1%
Physician Quality	Appropriate Treatment for Pediatric Upper Respiratory Infections	92.0%	89.0%
Physician Quality Performance Metrics - Summary		5/5 Physician Quality Metrics Achieved	

\*Hospital Quality measures are reported an additional year prior to the Physician Quality measures for the same period per payer reporting.

\*\*Green shading indicates Orlando Health Network met or performed statistically significantly better than the peer hospital/physician cohort for each indicated metric in the 2020 Performance Year.



**Aetna Whole Health Accountable Care Organization**  
2020 Physician Quality Reporting Summary

Domain	Quality Measure	OHN Performance*	Target Performance
Physician Quality	Colorectal Cancer Screening	71.5%	71.5%
Physician Quality	Breast Cancer Screening	84.4%	82.6%
Physician Quality	Cervical Cancer Screening	87.2%	84.7%
Physician Quality	HbA1c Poor Control (>9.0%)	87.7%	86.9%
Physician Quality	Diabetes Medical Attention for Nephropathy	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 2020 Performance Year.



**United Healthcare Commercial Accountable Care Organization**  
2020 Physician Quality Reporting Summary

Domain	Quality Measure	OHN Performance*	Target Performance
Preventive	Breast Cancer Screening	77.1%	76.0%
Preventive	Colorectal Cancer Screening	67.1%	66.9%
Preventive	Cervical Cancer Screening	81.5%	79.6%
Preventive	Well-Child Visits in the First 15 Months of Life	91.1%	88.3%
Preventive	Well-Child Visits in the 3rd, 4th, 5th & 6th Years of Life	81.3%	84.0%
Diabetes Care	Diabetic Retinopathy Monitoring	34.1%	33.4%
Diabetes Care	Diabetic Nephropathy Monitoring	83.6%	88.7%
Diabetes Care	Diabetic HbA1c Poor Control (<8.0%)	58.2%	35.0%
Diabetes Care	Diabetes Care: HbA1c Screening	88.9%	90.8%
Utilization	Pediatric Upper Respiratory Infection Antibiotic Use	93.2%	87.7%
Utilization	Pediatric Pharyngitis Antibiotic Use	86.6%	85.8%
Utilization	All Cause Readmissions Index	1.15	1.22
Physician Quality Performance Metrics - Summary		9/12 Physician Quality Metrics Achieved	

\*Green shading indicates Orlando Health Network performed better than benchmark for each metric in the 2020 Performance Year. Yellow shading indicates an opportunity for improvement relative to the market based on 2020 results.



**United Healthcare Medicare Advantage Accountable Care Organization**  
2020 Physician Quality Reporting Summary

Domain	Quality Measure	OHN Performance*	Target Performance
Physician Quality	HbA1c Determination	93.6%	80.0%
Physician Quality	Nephropathy Screening	67.1%	85.0%
Physician Quality	Basic/Comprehensive Metabolic Panel (BMP/CMP) or Renal Panel	94.6%	65.0%
Physician Quality	Primary Care Physician Visit	82.4%	75.0%
Physician Quality Performance Metrics - Summary		3/4 Physician Quality Metrics Achieved	

\*Green shading indicates Orlando Health Network performed better than benchmark for each metric in the 2020 Performance Year. Yellow shading indicates an opportunity for improvement relative to the market based on 2020 results.



## Disney Direct-to-Employer Arrangement

Since establishing their partnership in 2017, the *Walt Disney Company* and Orlando Health Network (OHN) have sought to deliver the highest quality care to *Disney's* Cast Members and their dependents throughout the Central Florida community. OHN has been held accountable to meet various measures of care and cost performance throughout the agreement and it has successfully achieved high marks in the areas of patient outcomes and member experience in all program years to date. As such, both parties have mutually agreed to extend the nation's largest direct-to-employer relationship to continue this high-quality delivery of healthcare while further partnering on additional care opportunities.

As an example, OHN and *Disney* recently expanded their partnership through a new clinical endeavor specifically focusing on women's health alongside *Kindbody*, a leading fertility and family-building care company providing obstetrical and gynecological care. *Kindbody* now has permanent space to provide prenatal outpatient care services to Cast Members and their dependents at the *Disney Center for Living Well Gaea Center*. Women receiving care at this site can then be seamlessly connected to hospitalists and care teams at the Orlando Health Winne Palmer Hospital for Women & Babies.

Through this partnership, the organizations are ensuring a more consistent, reliable and heightened patient care experience.

Another partnership opportunity OHN and *Disney* have collaborated on surrounds diabetic management using the latest continuous glucose monitoring technologies. Through this pilot effort, Orlando Health has dedicated a diabetes coordinator to connect eligible patients with the smartphone-connected remote monitoring devices. Through the smartphone application, patients and providers can track and analyze diets, symptoms, psychosocial factors, medications, activities and labs in real-time. This enables a more personalized care plan and education to assist patients in better managing their condition.

In addition to these direct partnerships with *Disney*, OHN continues to offer various care management and outreach programs aimed at increasing patient engagement. One major resource in this effort is the full-time registered nurse care manager who works onsite at *Disney's Center for Living Well* facility to assist with care coordination for high-risk members. This clinician has, in particular, made a huge impact on the lives of so many by providing additional support and assistance to those afflicted by social determinant of health barriers.

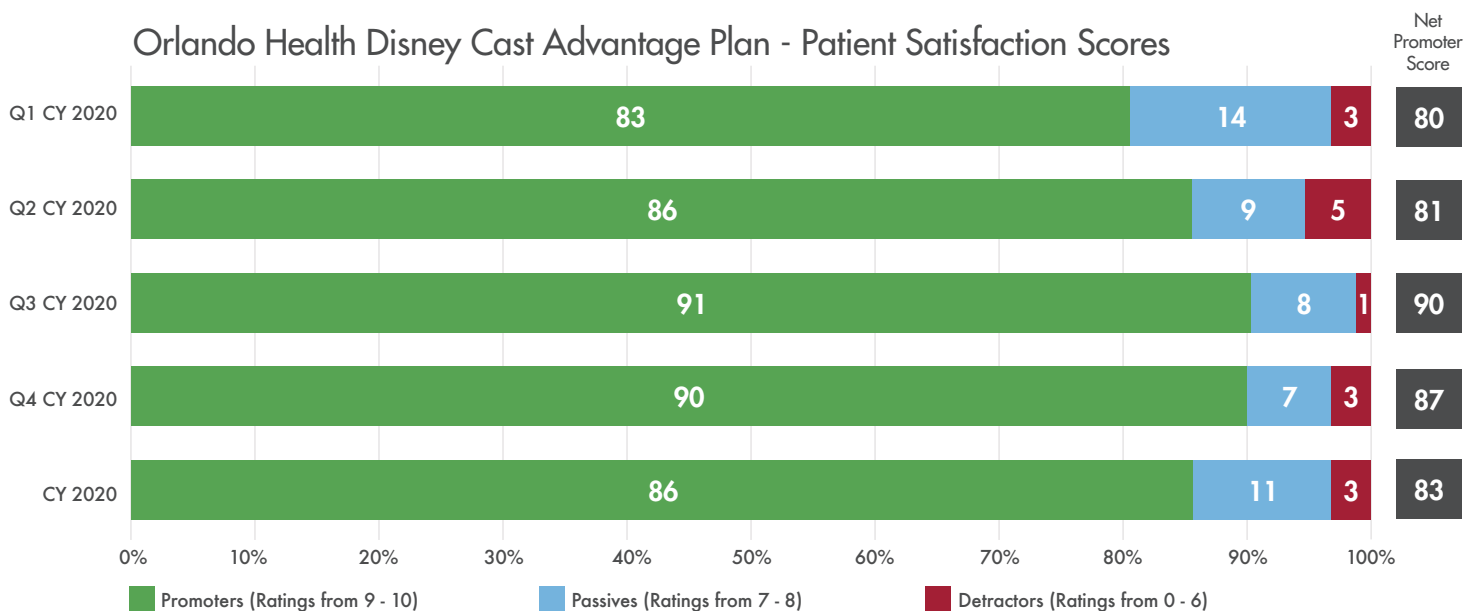


For the *Disney Medical Plan*

To further the support of physicians in driving these quality results and to encourage participation in quality programs, OHN began offering an enhanced shared savings incentive opportunity to its participating providers this past year for the *Disney Cast Advantage HMO* medical plan. This new model now allows providers an added opportunity to receive financial incentives when they satisfy certain quality metrics while also lowering costs. This partnership will be used to increase member experience in the health plan, while simultaneously rewarding providers for exceptional outcomes.

Lastly, per our most recent Net Promoter Score (NPS) customer survey, Orlando Health is far exceeding member expectations of care and service. The survey asks customers to rank their experiences on a scale from 0 (poor) to 10 (excellent), and all of those who score their experiences at 9 or above are considered "Promoters" and those who rate their experiences as a 6 or lower are coined "Detractors". The NPS model then calculates what percentage of respondents were Promoters and subtracts the percentage that were Detractors to get a Net Promoter Score. OHN has consistently earned scores above 70 which are considered "world-class" NPS ratings.

Orlando Health Disney Cast Advantage Plan - Patient Satisfaction Scores





## Orlando Health Team Member Health Plan

Similar to the *Disney Cast Advantage* plan, the Orlando Health Team Member Health Plan (OHTMHP) seeks to improve healthcare quality for its members, while decreasing unnecessary medical costs. The OHTMHP accomplishes this by holding participating providers accountable for various quality metrics and rewarding them for coordinating outstanding care for their patients. By implementing the same measures used in other value-based contracts, OHN reduces the reporting burden on participating providers by removing additional administrative tasks, while also providing them with key quality measures to focus on with their patients. In addition to these quality measures, providers are measured on actual cost experience compared to budgeted targets. These cost metrics, as well as quality, utilization and risk scores, are readily available to providers in the form of dashboards. For fiscal year 2020, OHN was able to produce over \$12.6 million in savings for OHTMHP.

OHN also provides team members with exceptional care by offering programs aimed at increasing member engagement.

As an example, plan members who have chronic diseases, such as diabetes, chronic obstructive pulmonary disease or asthma, have a dedicated registered nurse care manager to help them manage their conditions and achieve healthier lifestyles. For members who have an inpatient stay that requires follow-up post-acute facility care, a registered nurse or care management technician will follow their care, helping to navigate the treatment course prescribed by their provider and ensuring they are provided all of the resources they need to help them recover from their hospital stay and for the 90 days following their release home. Orlando Health also has a Community Paramedicine Program that provides care to members in their home who are unable to physically go to their doctor. The program provides nonclinical services to members who are not mobile due to medical restrictions or are facing challenges and need resources to address social determinants of health.

OHN wants to make certain not only that plan members are receiving timely and accurate care but also that their care is

**OHN Produced Over**  
  
**\$12.6M**  
**In Savings In 2020**

being efficiently managed. OHN reviews member cases that exceed set thresholds to ensure providers are not performing unnecessary services as well as other various cost initiatives to ensure members are being provided with effective and efficient care. Members who are high utilizers are auto enrolled in the Tuck-In program, in which either a registered nurse or other team member representative reaches out to verify if the patient has the necessary resources to allow them to follow their prescribed treatment plan. OHN's dedicated care management team have been able to prevent numerous avoidable hospital admissions by assisting various patients in receiving the appropriate level of care when they needed it.

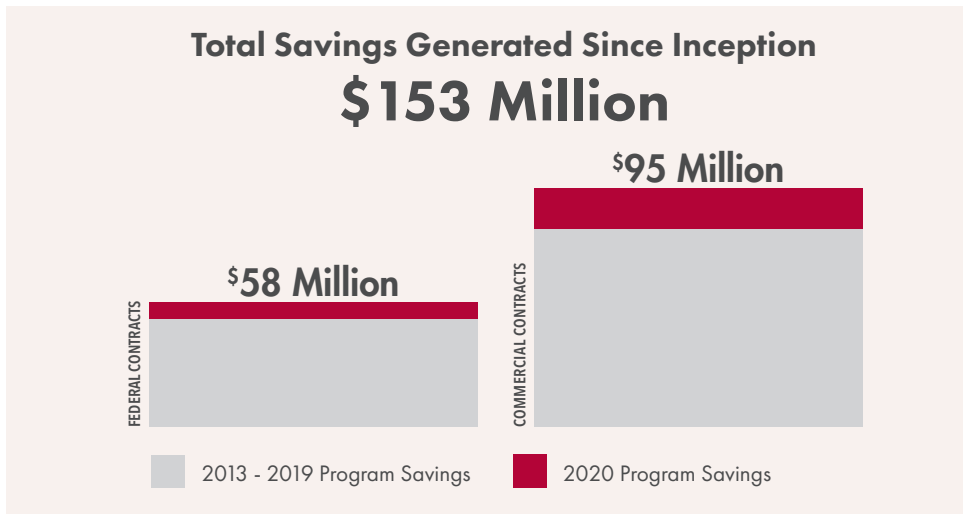


## Network Updates

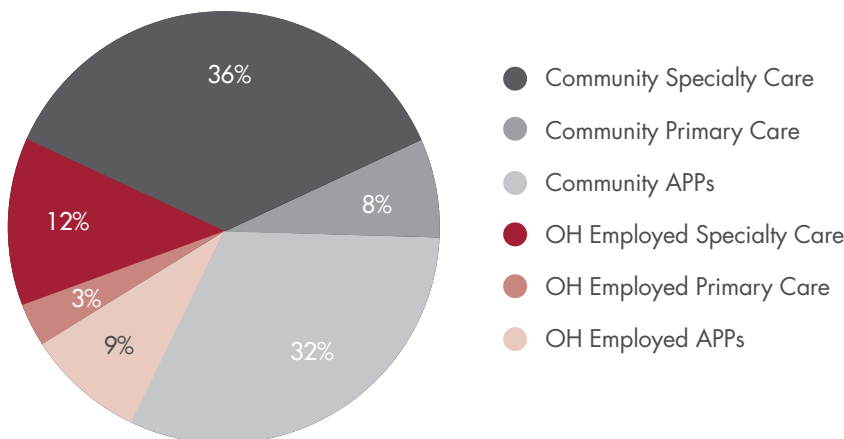
OHN is one of the largest clinically integrated networks nationally, now comprising more than 5,500 physicians and advanced practice providers (APP) accountable for the care of nearly 300,000 patients in the Central Florida marketplace. This represents growth of more than 300 percent since 2013 and is equivalent to one in every seven Orlando residents being aligned to the network. OHN remains the highest-performing and longest-operating clinically integrated network in the region.

Through the hard work of our physicians, clinical teams, administrators and support staff, OHN consistently earns the highest distinctions for quality. The network outperforms local, regional and national peers across value-based contracts and has driven more than \$153 million in savings to its payer partners since inception, with more than half coming back to the network as an incentive. The network has expanded its value-based care offerings and is currently responsible for managing more than \$1.6 billion in annual spend across its payer partner portfolios.

OHN has successfully extended its agreements with aligned provider partners for additional five-year terms. The new agreement is more provider-friendly with significantly less legalese, fewer ongoing administrative burdens and reduced network obligations. The agreement also ensures network stability with enhanced reimbursement terms over the previous arrangement and greater provider incentive opportunity based on quality performance across plans.



### OHN Provider Membership



## Emerging Partnerships

The Orlando Health Employer Strategic Partnerships (ESP) program continues to offer new options to employers in Central Florida and beyond. With high-performance networks such as *Aetna Whole Health*, *Centivo*, *Employer's Health Network*, *Evolutions*, *Imagine Health* and *Truli for Health*, Orlando Health provides a pathway for employers to save on total cost of care.

Orlando Health participates in bundled payment programs with *Carrum Health*, *Employer's Direct SurgeryPlus* and *Optum Spine and Joint Solutions* to help employers steer their employees to high quality, low-cost surgical services.

NATIONAL CONVENER PARTNERS



*Orlando Health Choose One* is a chronic disease management initiative that can be tailored to meet the needs of individual employers. All of these solutions enhance the value that Orlando Health Network brings to providers, employers and the communities we serve.

Effective January 1, 2022, *Rosen Hotels and Resorts* will be changing from its current employee health plan, administered by *Health First*, to a new plan administered by *WebTPA*. *Rosen Hotels* will be accessing the *Evolutions Tier One* network, which features a limited number of hospital providers and includes Orlando Health.

This arrangement enables *Rosen Hotels and Resorts* to access lower cost, higher quality care at all Orlando Health providers.

LOCAL EMPLOYERS & PAYERS



## Recent Happenings

### 2020

- OHN partners with the last remaining major commercial payer, *United Healthcare*, to launch an ACO arrangement.
- Orlando Health enters the Bundled Payment for Care Improvement – Advanced Program.

### 2021

- OHN enters into *Cigna's* new COVID Care Model ACO.
- The Orlando Health Team Member Health Plan and the *Disney Cast Advantage Plan HMO* both evolve into ACO models.
- OHN enters into the *United Healthcare Medicare Advantage* retrospective bundled payment program, including both inpatient and outpatient medical and surgical bundles.
- Orlando Health partners with *Evolutions Healthcare Systems* to provide healthcare services for employees of the *School District of Osceola County*.
- OHN supports the *Orange County Government* employees in their journey toward improving cardiovascular health.
- *Rosen Hotels and Resorts* begin accessing the *Evolutions Healthcare Systems* network enabling access to lower cost, higher quality care at all Orlando Health providers.

Medical Claims  
**5.9M**

**3.5M** Rx Claims

Care Management Touchpoints  
**229,702**

Member Months  
**3.4M**

Unique Members  
**510,000**

### Risk Coding Reviews

**3,762** Retrospective Chart Review & Submissions

**28,782** Prospective Chart Review

**32,544** Total Risk Coding Reviews



## Orlando Health Spotlight

### Expansions/Growth



#### Orlando Health Emergency Room – Randal Park

Orlando Health expanded access to high-quality healthcare in east Orlando in June 2021 with the opening of the Orlando Health Emergency Room – Randal Park. Located on a 15-acre campus at the northeast corner of Dowden Road and Randal Park Boulevard, near State Road 417, the new facility provides emergency care to meet the increasing needs of the region. The emergency room is located on the first floor of a three-story building that can expand as the community continues to grow. Future expansion plans include a medical pavilion that will house physician offices and specialty services such as cardiology, oncology, orthopedics and more.

#### Orlando Health Moves Forward with Planned Lakeland Highlands Hospital

A new hospital with 136 inpatient beds plus 24 Emergency Department beds is coming to the south side of Lakeland, increasing access to high-quality health care for residents in the area's fast-growing neighborhoods and communities. Orlando Health announced it will begin to develop its Orlando Health Lakeland Highlands Hospital and associated campus on approximately 80 acres it owns south of the Polk Parkway at Lakeland Highlands Road and the Winter Lake Extension Road. Construction will begin in the late spring 2022, and the new hospital is expected to open by fall 2024.



#### Orlando Health Digestive Health Institute

Orlando Health is developing the Orlando Health Digestive Health Institute, a highly specialized gastrointestinal diagnostic and treatment program designed to serve patients from across the southeastern United States. The institute integrates medicine, surgery, radiology and pathology to optimize care for patients with complex and general digestive and liver disorders.

The Orlando Health Digestive Health Institute currently consists of:

- The Center for Advanced Endoscopy, Research & Education (CARE) where complex conditions are treated using the latest endoscopy techniques resulting in fewer complications and hospitalizations
- The Center for Inflammatory Bowel Disease featuring minimally invasive endoscopic treatments and a team-based approach to manage inflammatory bowel disease
- The Luminal Gastroenterology Program that manages patients with disorders such as gastrointestinal bleeding, abdominal pain and intestinal polyps
- Subspecialty programs encompassing pancreatic, liver and motility diseases currently in development
- The Gastrointestinal Cancer Center where patients are walked through every step of treatment and recovery
- Research that provides opportunities for clinical trials and programs that educate the next generation of digestive health experts

Future elements of the program include more physician specialists and several new digestive health facilities that are currently or will soon be under construction at multiple campuses including Bayfront Health St. Petersburg, Orlando Health Dr. P. Phillips Hospital, Orlando Health – Health Central Hospital, Orlando Health Medical Pavilion – Summerport and Orlando Health Orlando Regional Medical Center, which will become the institute's flagship destination.





### Orlando Health Jewett Orthopedic Institute

Construction continues on the Orlando Health Jewett Orthopedic Institute medical complex, located on Orlando Health's downtown campus. Scheduled to open summer 2023, the complex will feature a 195,000-square-foot orthopedic specialty hospital with 75 inpatient beds, 10 surgical suites, an ambulatory surgery center to house an additional 12 operating rooms, and five virtually connected operating suites that can be used to train surgeons internationally.



### Lake County Expansion

Orlando Health announced a major expansion on its Clermont campus. Plans for the Orlando Health South Lake Hospital campus include an expansion of and renovations to the Orlando Health South Lake Center for Women's Health and construction of a new 95-bed patient tower. Renovations for the women's center will be completed in early 2022 and include the addition of beds for postpartum and labor and delivery as well as expanded women's services. The completed tower will allow for an expanded intensive care unit and is anticipated to be complete in late fall 2023.

## New Services

### ORLANDO HEALTH® | Cancer Institute

#### Bone Marrow Transplant Program

In 2021, Orlando Health Cancer Institute launched its first bone marrow transplant program. The transplant team is led by bone marrow transplant specialist Yasser A. Khaled, MD, who is the medical director of the new Orlando Health Cancer Institute Bone Marrow Transplant & Cellular Therapy program. The program offers autologous and allogeneic bone marrow transplants to effectively treat all kinds of blood cancers in adults, including leukemia, lymphoma and multiple myeloma. Among the program's top priorities within the first year is accreditation from the *Foundation for the Accreditation of Cellular Therapy (FACT)*, a standard for excellence in cellular therapy. Organizations who pass the threshold for FACT accreditation have voluntarily complied with the most comprehensive standards in the field, verified by rigorous peer-reviewed inspections.

### ORLANDO HEALTH® | Heart & Vascular Institute

#### New Technology Treats Advanced Cases of Coronary Artery Disease

Cardiologists with Orlando Health Heart & Vascular Institute are the first in Central Florida to offer shockwave technology to break up severely calcified plaque in heart arteries. The new technology uses sonic pressure waves to break away problematic calcium so heart arteries can be safely expanded. The treatment utilizes lithotripsy, which has been used for decades on kidney stones and was recently approved by the *Food and Drug Administration* to treat coronary arteries.

In more difficult stages of coronary artery disease, the calcium is so hard it cannot be cleared with conventional treatments, such as balloons. "With shockwave technology, also known as intravascular lithotripsy or IVL, the calcium is easily cleared and with less trauma to the vessel in the process," says Vijay Kasi, MD, PhD, interventional cardiologist and director of cardiovascular research for Orlando Health Heart & Vascular Institute. The procedure takes about 30 minutes and patients usually are discharged the next day.

Dr. Kasi also has used the technology to unblock peripheral and renal arteries. He published the first article on using the technology for stenosed renal arteries and is working on additional clinical research studies to enhance understanding of the novel technology.

## Awards & Recognitions

### Fortune/IBM Watson Health 100 Top Hospitals List

Multiple Orlando Health hospitals were included in the *IBM Watson Health 100 Top Hospitals*® list, published by *Fortune*. In the teaching hospitals category, Orlando Health Orlando Regional Medical Center appeared along with Orlando Health Dr. P. Phillips Hospital, Orlando Health South Seminole Hospital, Orlando Health Arnold Palmer Hospital for Children and Orlando Health Winnie Palmer Hospital for Women & Babies. Orlando Health South Lake Hospital was named in the medium community hospitals category and, in addition, received special recognition as an Everest Award winner for their high rates of improvement over a five-year period.

Watson Health®

100 Top Hospitals® 2021

### Leapfrog Hospital Safety Grade A Hospitals

Orlando Health South Lake Hospital earned its seventh consecutive A grade and was designated as a “Straight A’s Hospital” by the *Leapfrog Group*, an independent national organization committed to healthcare quality and patient safety. The *Leapfrog Hospital Safety Grade* rates hospitals based on how well they prioritize and actively work to improve patient care. Three additional Orlando Health hospitals earned A grades from the *Leapfrog Group* – Orlando Health South Seminole Hospital, Orlando Health Orlando Regional Medical Center and Orlando Health Dr. P. Phillips Hospital. This grading period marks the fourth consecutive A grade Orlando Health South Seminole Hospital received from the *Leapfrog Group* in recognition of continued efforts to ensure patient safety.



### Digital Health Excellence Award

Orlando Health has been awarded two level 8 certifications for digital health by the *College of Healthcare Information Management Executives (CHIME)*. The honors are in the acute care and ambulatory care settings. Orlando Health’s level 8 designations are a result of the organization deploying technologies and strategies to help analyze data, achieving meaningful clinical and efficiency outcomes, and introducing advanced technologies, like telehealth, to expand access to care. With the level 8 certifications, Orlando Health is designated a “Most Wired” organization by *CHIME*.



### Best Hospital and High Performing Hospital Recognition from U.S. News & World Report

Orlando Health Orlando Regional Medical Center, Orlando Health South Seminole Hospital and Orlando Health Dr. P. Phillips Hospital earned regional “Best Hospitals” designation for Central Florida in the *U.S. News & World Report* 2021-22 rankings. The organization also ranked number two in the Orlando Metro area and number eight in Florida and was rated as “High Performing” in aortic valve surgery, heart attack, heart bypass surgery and heart failure as well as back surgery, chronic obstructive pulmonary disease, colon cancer surgery, diabetes, hip replacement, kidney failure, knee replacement, lung cancer surgery and stroke. High Performing is the highest rating *U.S. News & World Report* awards for those types of care, recognizing care that is significantly better than the national average, as measured by factors such as patient outcomes.



### Best Children’s Hospital Recognition from U.S. News & World Report

For the 12th consecutive year, Orlando Health Arnold Palmer Hospital for Children (together with Orlando Health Winnie Palmer Hospital for Women & Babies) has been included in the *U.S. News & World Report* “Best Children’s Hospitals” rankings. It is the only hospital in Orlando to be ranked in five specialties for 2021-22, which are cardiology & heart surgery, diabetes & endocrinology, neonatology, orthopedics and urology.



## Clinical Transformation Initiatives

### High Utilizer Group (HUG) Patient Support

The outpatient care management team is helping to reduce the number of all-cause 30-day readmissions by working remotely with every patient who has had four or more inpatient hospitalizations in a 12-month period. This patient initiative is not exclusive to commercial Accountable Care Organization (ACO) patients and also includes uninsured patients. The Orlando Health Network registered nurse care managers will complete telephonic outreach to these patients and stay tethered to them for at least six weeks. The nurses attempt to identify reasons for frequent emergency room usage that results in the hospital admissions. It is not uncommon to identify Social Determinants of Health (SDOH) issues as being the primary driver for the high utilization (e.g., access to transportation). These patients often need assistance understanding the next steps for their care, such as scheduling follow-up appointments with specialists. The Orlando Health Readmission Advocates Collaborating in Healthcare (REACH) team often works with the patients during their hospital stay and provides social worker assistance to address barriers for successful transition to outpatient care. These areas also collaborate with Orlando Health outpatient pharmacists to assist with patient education, perform medication reconciliations and help connect patients to additional financial resource programs to obtain prescribed medications.

#### Success stories

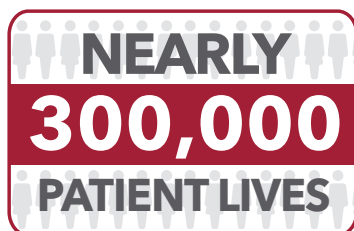
- An Orlando Health hemodialysis patient was not attending his sessions on a regular basis due to transportation issues. The patient was utilizing emergency medical services to transport him to the hospital where he would be admitted to receive his dialysis treatment. An Orlando Health Network (OHN) Care Manager spoke with the patient and discovered the patient's transportation benefit had been depleted. The patient also was not able to afford the roundtrip charge for transportation set up by the dialysis center. The Care Manager worked with the inpatient REACH team. Through discharge support services, the REACH team was able to secure temporary transportation. The Care Manager continued to work diligently with the insurance company and found out that the patient qualified for a dual needs special program with an unlimited transportation benefit. As a result, the patient has been compliant with his life saving dialysis treatment.
- An Orlando Health Network Care Manager completed a hospital discharge call with a patient. The patient shared with the Care Manager that he had not had food for several days, did not have any friends or family in the area, and did not drive or have access to a vehicle. After connecting with several local agencies, the nurse was able to get an emergency food basket through *HOPE Helps*. The Care Manager also got the patient placed on a waiting list for a senior meal delivery program. Addressing the patient's food insecurity prevented the patient from presenting to the hospital for assistance.

### Chronic Kidney Disease and End-Stage Renal Disease

Orlando Health entered into a clinical collaborative partnership with dialysis provider *DaVita Kidney Care* and a local nephrology group to establish an integrated delivery system equipped to successfully manage chronic kidney disease (CKD) and end-stage renal disease (ESRD). This collaborative partnership has a SERIOUS focus on ambulatory, acute and post-acute care management capabilities to meet seven key objectives:

- S** - Slowing the progression of CKD to ESRD for at-risk patients
- E** - Encouraging home hemodialysis and peritoneal dialysis as alternatives to in-center dialysis care
- R** - Reducing “crash rates” at emergency rooms for dialysis services
- I** - Increasing utilization of transplantation for eligible patients
- O** - Opening greater access to care options for kidney care management
- U** - Utilizing industry-leading Comprehensive Health Record tools
- S** - Saving money for health plans and patients on excessive and avoidable costs

The program focuses on slowing the progression of CKD starting with stage 3 and stage 4 patients. The initiative includes telephonic outreach to patients by registered nurse care managers who discuss the disease process with patients and offer education regarding ways to slow the progression of the disease. Additionally, the care managers assist patients with scheduling visits to a primary care physician or nephrologist as needed. We have experienced great success in the program so far. Our partners at *DaVita Kidney Care* have found that Orlando Health's readmission rate for ESRD patients is outperforming the market and national benchmarks.





## Pharmacy Alternatives

Over the past few years, OHN and *Express Scripts — Disney's Pharmacy Benefits Manager*, have collaborated on pharmacy related campaigns intended to generate cost savings for *Disney* Cast Members, employees and families, and the health plan. Since 2019, OHN has saved the plan over \$1.4 million dollars through these efforts alone. These targeted campaigns factor in clinical outcomes and aim to ensure that Cast Members and their dependents are receiving the most effective prescription for their needs. As an example, OHN conducted a campaign in 2021 to inform select diabetic patients about the American Diabetes Association new recommendations against using Glucagon-like peptide-1 (GLP-1) agonists and Dipeptidyl Peptidase-4 (DPP-4) inhibitors together. The research now shows that GLP-1 agonists produce better outcomes when taken alone; thus, we were able to help patients better manage their pharmaceutical needs with both quality and cost benefits.



## Community Paramedicine

OHN utilizes our vendor, *Care-A-Medix*, for the Community Paramedicine Program to provide in-home, nonclinical services for patients who are:

- Restricted to their home
- Unlikely to seek out necessary follow-up care
- Require regular interventions to overcome challenges associated with their medical condition
- Would benefit from a social determinants of health comprehensive assessment and resources

These services are delivered by licensed paramedics and can be performed in conjunction with other home-based interventions, such as telemedicine and home health. Common-use cases include transition care management services, medication reconciliation, chronic care management, and in-home environmental assessments. In addition, there are other patient populations the Community Paramedicine Program can assist, including our HUG patient panel and patients with major socioeconomic and/or behavioral needs. Notably, among the numerous benefits of this program are smoother transitions for patients, reduced readmissions and emergency department utilization, fewer exacerbations and complications, improved medication management, and an improved social health assessment.





## Network Provider Feedback



**Philip Hardy, MD** Legacy Family Medicine | Family Medicine • OHN Member since 2015

“Joining the Orlando Health Network has had many benefits, including a platform to collaborate with other providers in the network, allowing physicians to jointly share experiences and work toward improving quality of care. The reports that I receive have helped my practice support national best practices to reduce advanced imaging services. As a previous board member, I am honored to be a part of a network that gives physicians a voice and is focused on working together to improve quality of care for our patients. I am grateful for OHN’s support and the information and knowledge they continue to share during the current state of healthcare, at the forefront of the pandemic. I look forward to continued partnership as we work toward mutual value-based goals.”



**Annette Nielsen, MD** Tree House Pediatrics | Pediatrics • OHN Member since 2015

“Having served on the Board of Directors, I am proud of the work OHN is doing to improve quality of care for our patients. I find great value in the pediatric vaccination initiatives to bring school-aged students up to date on their vaccines during the pandemic. Initiatives like these provide better care for our pediatric patients in an effort to keep them healthy and feeling well. As the needs of healthcare are ever-changing, I have found consistency in the support and resources made available to my practice by OHN, including updated performance reports and the ability to participate in new value-based care arrangements and stay on top of changes and trends in healthcare. The OHN team helps my practice navigate the continuously changing healthcare landscape.”



**Maria De Leon, MD** Southwest Orlando Family Medicine | Family Medicine • OHN Member since 2018

“Being a member of the Orlando Health Network has allowed me to learn about the ways that clinical collaboration can be helpful to improve quality outcomes. OHN continues to offer new technological advancements that have allowed my practice to see important information at the point of care that show opportunities to close care gaps and capture all relevant diagnoses, which improves risk scores. These efficiencies help me offer better care to our patients, which is our top priority. I am grateful for their continued support and the opportunity to work together for the benefit of our patients.”



**Huy Vu, MD** Orlando Health Physician Associates | Family Medicine • OHN Member since 2015

“In our current healthcare environment, employers are looking for organizations that can deliver high-quality medical care without the high cost. Being a part of the Orlando Health Network allows me to offer patients the personal touch of a small practice with the resources of a large hospital system. Orlando Health recently adopted a new universal comprehensive health record system, *Epic*, that connects my practice with all of the specialists and hospitals within Orlando Health. I now have a powerful tool at my fingertips that will assist my practice in providing better care to our patients and allow my patients to take a more active role in their healthcare.”



**Robert Middleton, MD** Orlando Health Physician Associates | Family Medicine • OHN Member since 2015

“The past two years have been a trying time, both in healthcare and our everyday lives, but it has been comforting to know that I am part of a network of physicians who have shared in the same experience. Being a member of the Orlando Health Network has allowed me to connect with other physicians to improve patient encounters and quality of care. The network resources available to my practice have allowed me to improve the management of my patients and has included well-coordinated partnerships with cardiology for sports screenings, and timely updates regarding the evolution of COVID-19 disease management from infectious disease specialists. All of these programs benefit our mutual patients in the clinically integrated network.”

## Network Care Experiences *as told by your OHN Care Managers*

### Going Above and Beyond

An OHN Care Manager began working with a Stage 4 pancreatic cancer patient who was admitted to the hospital for COVID-19 related symptoms. The patient was discharged home on a Friday evening, and on Saturday his wife called the Care Manager in great distress because their arranged home health agency had declined to see the patient due to his COVID-19 diagnosis. At this point, the patient's wife was desperate as her husband was growing weaker and experiencing labored breathing. She wanted to do everything she could to avoid him landing back in the hospital. The Care Manager then hopped into action and worked with the patient's primary care physician (PCP) and the on-call physician to get a STAT order for an oxygen evaluation along with a second order for a hospice consultation (at the wife's request). This was all completed by Saturday afternoon, less than one day after his wife's call. Over the coming months, the nurse regularly called to check in on the patient and his wife to offer additional assistance. When the patient's wife informed the OHN Care Manager that her husband passed away, the nurse sent a meaningful condolence card to the now-widowed wife to comfort her. The wife was very moved by the card, and she continued to stay in touch with the nurse, including informing her that she would be moving to Georgia to be closer to her son and daughter-in-law now that her husband's battle with cancer was over. At this time, the story would normally be over, but not for this OHN Care Manager. She went above and beyond to help the wife find new healthcare providers in preparation for her move, with a list of PCPs, cardiologists and nephrologists in her new town. She also set up an appointment for the patient to see her current PCP before her move to ensure she had an adequate supply of her medications — ultimately, her PCP prescribed a 6-month supply. The wife later sent the nurse 'thank you' flowers and in the note, she wrote, "Thank you for your compassion and knowledge. My husband is now with the angels in heaven, but you were our angel here on earth."



An average reduction of  
**7.5%**  
 of HbA1c for patients who successfully completed the diabetic protocol with one of our care managers in 2020

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

**Nearly 700** 

**350** 

Patients Monitored in Our High-Cost Program

**Over 1,100** 

High-Risk Patients Managed

Patients Successfully Transitioned After a Hospital Stay

**Over 5,600** 





### Compassion and Kindness

An elderly patient with end-stage renal disease (ESRD) received a call from his OHN Care Manager and he explained that he was having difficulty walking to the bus station to go for his dialysis treatments several times a week. He often would miss these important treatments because the wheels on his rolling walker had worn off, and he could not afford to replace it. The nurse researched local retailers with used walkers and was pleased to find one. In fact, the store owner was so moved hearing the patient's story that they delivered the walker to the patient's house that same day. Thanks to the resourceful nurse and the kind shop owner, the patient is able to get to the bus stop and to his dialysis appointments.

### Exhausting Every Avenue to Resolve Issues

A patient spoke with an OHN Care Management Technician (CMT) during a routine post-hospital discharge call and shared that the home health nurse had not visited to drain her catheter. The CMT contacted the home health agency to speak with the director of nursing, who informed her that the catheter was not drained because the order on file did not have clear instructions. The CMT reviewed the patient's chart and found documentation in the progress notes stating that the catheter should be drained every other day. She then reached out to the patient's physician to request that a new order be placed to the home health agency to resolve the issue; however, she was only able to leave a message. The CMT then decided to page the hospitalist who had placed the original home health order, but before the hospitalist stepped back in, she also was able to get the home health agency's director of nursing to accept the latest progress notes and drain the catheter while waiting on updated orders from the physician. The CMT ultimately received a return call from the hospitalist who was willing to provide an updated order.



### A Lifesaving Care Intervention

An elderly patient with uncontrolled diabetes was assigned to our care management team during the height of COVID-19 last year. After contacting the patient and addressing her diabetes concerns, the OHN Care Manager discovered that the patient was also experiencing several alarming cardiac symptoms, but due to COVID-19 concerns, she had been avoiding a visit to her doctor or the emergency department. The patient complained of vertigo with short "black outs," extreme blood pressure variations, and bradycardia during multiple episodes. The nurse recognized the need for the patient to be evaluated, and through care management interventions, convinced the patient to see her physician. The patient later underwent a very necessary quadruple bypass. The patient called the Care Manager after surgery to thank her, sharing that "She probably saved my life; I was just going to wait it out." Thanks to the knowledgeable nurse and her quick action, the patient received necessary cardiac care before it became worse.

## Comprehensive Health Record



Orlando Health successfully completed its multiphase go-live schedule between January 2021 and July 2021 for its new *Epic Comprehensive Health Record (CHR)*, known in the health system as ELLiE. All Orlando Health hospitals are now live on *Epic*, including Bayfront Health St. Petersburg. Since completing go-live implementation, the ELLiE core team has successfully completed it's first "triple upgrade", which was focused on fine tuning the CHR to include newer system feature enhancements and building optimizations to ensure the CHR is growing to meet the needs of our organization and community.

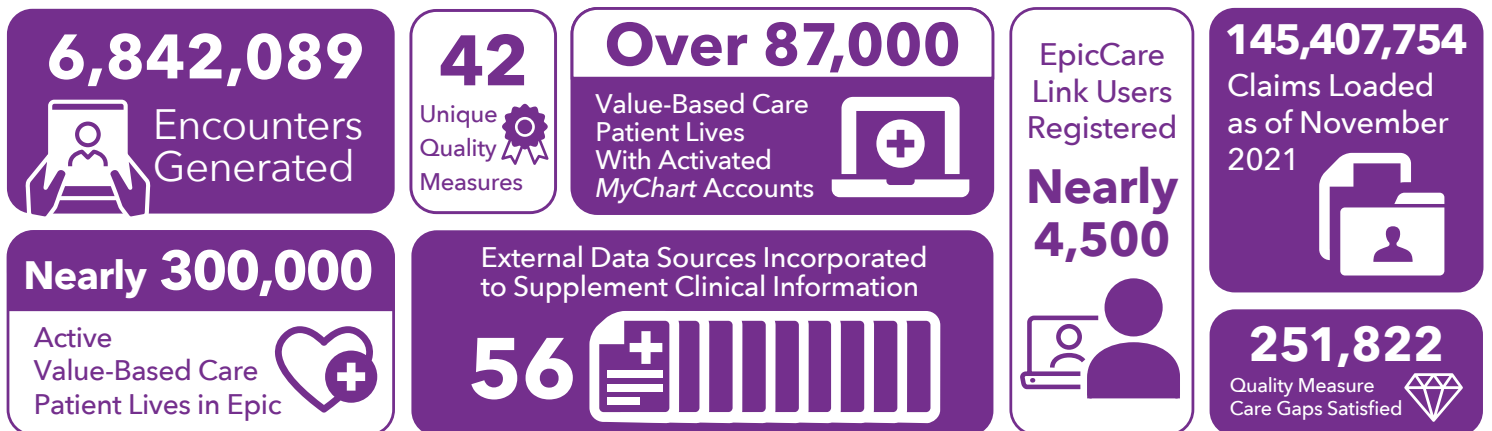
To promote and enhance the Orlando Health CHR ecosystem, OHN has offered system access to its community-affiliated providers via the *CHR's EpicCare Link* portal. This portal is now supporting nearly 4,500 external users, providing easy access to records, enhanced referral and ordering capabilities, and improved reporting tools. The platform also will allow providers to attest to close care gaps for quality measures.



As an added benefit of the CHR, historical payer claims data has been integrated 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 also have 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, warehouses 56 discrete external data sources, 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 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.





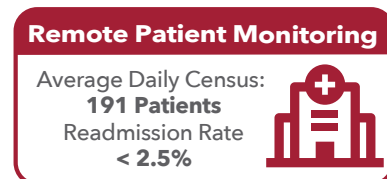
## Telemedicine & Remote Patient Monitoring

The way patients receive healthcare has changed immensely since the start of the pandemic, and even the traditional in-person appointment with a provider has become more difficult. However, Orlando Health's already established telehealth services were available and ready for patients from the beginning. The organization had been utilizing telehealth services for almost a decade prior to the pandemic, and this experience and expertise became vital as a majority of patient visits quickly transitioned to a virtual format. The easing of regulations due to COVID-19 allowed the health system to expand its telehealth services and better accommodate the needs of patients.

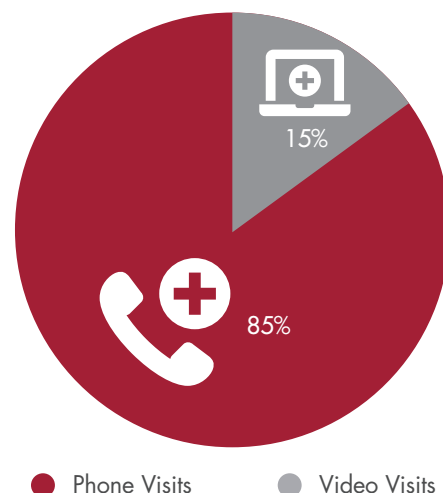
The organization's expanded telehealth services offered greater conveniences to patients, keeping them safe at home during the pandemic and offering extended hours for additional flexibility. Patients can visit with their primary care physician or specialists, receive on-demand care for minor medical problems, be evaluated and treated for rehabilitation care, and receive a consult for COVID-19 care — all from the comfort of their home. Orlando Health providers are available via telephone call or video chat to help patients in the setting that is most comfortable and appropriate for them.

Orlando Health now has more than 29,000 registered virtual visit users and has completed over 300,000 virtual visits to date, with over 200,000 of those visits occurring since the start of the pandemic. The organization also has conducted more than 12,000 On Demand visits in 2021 alone. On Demand visits offer urgent care to patients in any location, 24 hours a day, 365 days a year.

The health system also offers remote patient monitoring (RPM) devices that allow patients to interact with their physician every day from the comfort of their homes. The patient's medical data is shared across a secured network that allows the patient's provider team to monitor their care without an in-person visit. On average, Orlando Health has over 190 patients utilizing remote patient monitoring devices each day. Additionally, patients who use RPM devices experience readmission rates less than 2.5 percent. This is another low-cost, high-tech solution to deliver quality care to our patients.



### Type of Telemedicine Visit





## OHN Partner Appreciation

To Our Network Partners,

As I reflect on the past year, I am compelled to express my sincere thanks to all of you, our valued network partners, for your essential role in helping us to achieve the amazing results we have been able to realize, even amidst a pandemic. We continue to outpace our local, regional and state peers.

In the face of adversity, we became both responsive and proactive, developing creative and innovative ways to continue the delivery of quality care. We heard many heartwarming stories from patients about the remarkable and compassionate care they received in their time of need. Our ability to shift and work in different ways to meet the needs of our patients is indeed a silver lining.

We also were able to continue to grow the Orlando Health clinical footprint, expanding to new markets and offering enhanced services with advanced programs and state-of-the-art facilities.

We hold steadfast in our dedication to build upon our foundation of clinical quality and cost efficiencies to meet our mission to improve health and quality of life for the patients and communities we serve. We look forward to your continued partnership to help make the fulfillment of that mission possible.

With sincere thanks,

David Strong  
President & Chief Executive Officer  
Orlando Health





## Systemwide Acute Care 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

	ORLANDO HEALTH HOSPITALS		ORTHOPEDIC PRACTICES
	ERs & PEDIATRIC ERs		URGENT CARE (CARE SPOT & FHV)
	MEDICAL PAVILIONS		OUTPATIENT CENTERS
	CARDIOLOGY PRACTICES		PRIMARY CARE PRACTICES
			SPECIALTY CARE PRACTICES
			COMMUNITY PHYSICIANS

Map is a visual representation of Orlando Health service area. For more information about our locations please visit [OrlandoHealth.com](http://OrlandoHealth.com)





## Welcome to Bayfront Health Network

In 2020, Bayfront Health St. Petersburg officially became a member of the Orlando Health integrated delivery system. Since that time, we have put significant time and energy in reconnecting with our community, expanding clinical service capabilities, and improving quality of care to better serve our patients.

In order to meet these objectives, numerous investments in our care infrastructure were and are being made. Namely, Bayfront Health St. Petersburg has: (a) undergone marked facilities enhancements that will ultimately allow for a full transition to private inpatient rooms, (b) implemented a new comprehensive medical record to better manage patient care, and (c) bettered outcomes through physician alignment resulting in double-digit improvements across multiple quality metrics.

During this time, we also launched the Bayfront Health Network, our health system's newest clinically integrated network for the St. Petersburg and Tampa marketplace. Through this network, we will collaborate with aligned community providers across the region to deliver the highest levels of coordinated care for the patients and families we serve. Building on the success we have realized in value-based care in the Central Florida region to date, we are confident Bayfront Health Network will become the highest value network in this community—a network that sets the standard for quality of care outcomes, patient experience, and cost efficiencies.

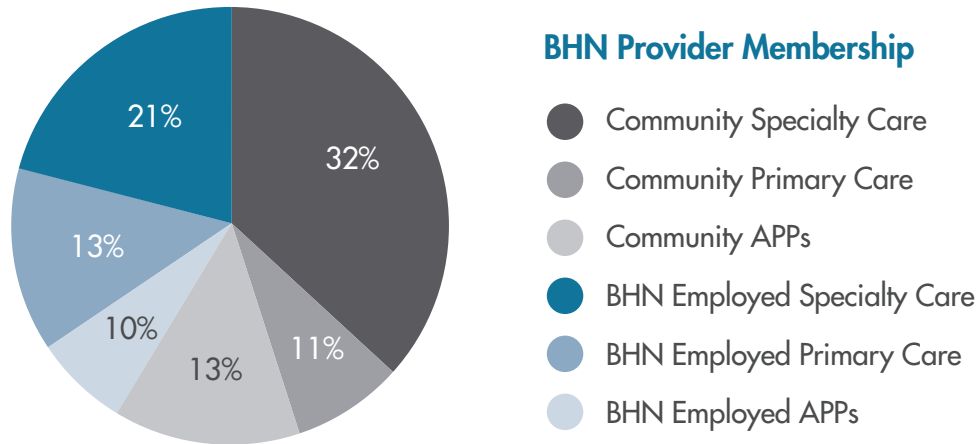
We look forward to bringing additional growth and innovation to providers and patients in the St. Petersburg and Tampa Bay community in the years ahead, and the Bayfront Health Network will be an integral part of that strategy. I could not be more pleased with the development of the network to date and look forward to growing our provider partnerships as we continue to transform care delivery for our community!

Sincerely,

John Moore  
President, Bayfront Health St. Petersburg

## Bayfront Health Network Introduction

Bayfront Health Network (BHN) was organized shortly after Bayfront Health St. Petersburg joined the Orlando Health system in October 2020. Since launching, network leadership has made significant strides toward aligning employed physicians, independent physicians and the hospital system together with a model and commitment focused on putting patients first. Keeping the community healthy is a top priority for Bayfront Health Network and fundamental to population health management. The development of the Bayfront Health Network has allowed for an increased focus on new models of healthcare transformation and delivery of care. Bayfront Health Network and aligned physicians will ensure team members and their dependents have access to a quality-driven and collaborative network of providers and services.



## Federal and Commercial ACO Participation

### Commercial ACO Participation

Bayfront Health Network began participating with Orlando Health Network in the *Aetna Whole Health ACO*, *Florida Blue ACO* and *Cigna Collaborative Accountable Care Model ACO* contracts. This participation offers aligned BHN primary care providers (PCPs) exciting new opportunities to earn performance-based incentives for delivering high-quality care and reducing total healthcare expenditures. BHN will continue to develop and implement targeted strategies to support the PCPs in the delivery of care for their patients. Network providers are granted access to our technology platform allowing them to track quality and financial performance in real-time by viewing their virtual PCP Dashboards. Several features of this platform and its dashboards assist providers in supporting care gap closures and improving risk coding.

BHN Care Management functions as a collaborative member of the care team and as a health advocate to ensure the individual needs of each patient are being met throughout their unique care journey. Orlando Health Network's advanced experience in population health management has enabled BHN to incorporate the same clinical solutions and standardized care models that will drive success in value-based contracts and, more importantly, patient outcomes for the St. Petersburg and Tampa Bay communities.

### Joining the Medicare Shared Savings Program

Bayfront Health St. Petersburg Medical Group will begin participating in the Medicare Shared Savings Program (MSSP) with Orlando Health Collaborative Care in January 2022. Nationally recognized, Orlando Health Collaborative Care has participated with the *Centers for Medicare and Medicaid Services (CMS)* since 2013 and transitioned to the most advanced payment model in July 2019, as the MSSP Enhanced ACO Track. The Enhanced Track has increased reward opportunity for strong performance and greater downside financial risk for suboptimal performance. Orlando Health Collaborative Care has consistently achieved strong quality results and savings to CMS. Bayfront Health St. Petersburg Medical Group is looking forward to participating with one of the top ACOs in the program next year.



## Clinical Transformation Initiatives

### Reshaping Care Delivery for Heart Failure

Bayfront Health St. Petersburg recognized the opportunity to improve performance in hospital readmissions, specifically with the heart failure patient population. Through collaboration with inpatient and community physician partners, Bayfront Health St. Petersburg has committed to heart failure program redesign efforts. The Bayfront Health St. Petersburg Medical Group Cardiology team has provided clinical expertise focusing on the expansion of several operational areas for the program. Bayfront Health St. Petersburg is positioned to scale a heart failure program that will provide bedside and outpatient education to patients, follow-up care, and medication support and management. Standardizing processes and care plans are critical steps in this work, and Bayfront Health St. Petersburg is fortunate to work alongside Orlando Health to gain insights on developing this new program based on their mature heart failure program in Central Florida.



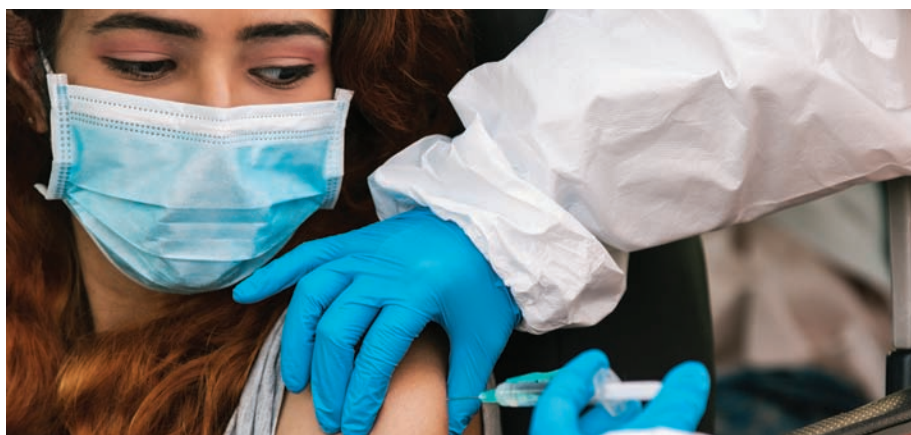
### Post-Acute Care Network

In July 2021, Bayfront Health Network launched its Post-Acute Care Network, comprised of skilled nursing facilities (SNFs). The primary objective is to foster relationships with SNFs by developing patient outcome goals and clearly outlining performance expectations. A performance assessment was completed to identify SNF partners that align with our network's goal to provide patient-centered, high-quality and cost-efficient care to our community. Metrics, including hospital readmissions, SNF length of stay, access and acceptance rates, patient experience, condition-based quality scores, and *Centers for Medicare and Medicaid Services'* star ratings were assessed for network inclusion and will be monitored quarterly.

Bayfront Health Network will be adding Home Health Agencies (HHAs) to its Post-Acute Care Network to allow for greater improvements in patient care across the continuum. *LHC Group* and Orlando Health formed their joint venture (JV) partnership in 2020 to share ownership and governance of Orlando Health home health agencies, as well as select *LHC Group* agencies located near Orlando Health facilities. The JV includes five home health agencies and one home and community-based services (HCBS) agency in the Orlando area. In March 2021, *LHC Group* and Orlando Health expanded their joint venture into the St. Petersburg market with the addition of Bayfront Home Health Services. Through this new partnership, Bayfront Health St. Petersburg and Bayfront Home Health Services are combining their experience and expertise to create new opportunities for developing and expanding in-home services within our community.

### COVID-19 Vaccination Initiative

Bayfront Health St. Petersburg continues to be committed to our community. Bayfront Health St. Petersburg's hospital teams maintained all core functions and continued to serve the ongoing acute care needs of the community while deploying over 60 vaccine clinics and administering over 12,000 COVID-19 vaccines to team members, medical staff, patients and the community during the pandemic.





## Comprehensive Health Record

Bayfront Health St. Petersburg went live on ELLiE, Orlando Health's new *Epic Comprehensive Health Record (CHR)*, on July 31, 2021. The full integration has enhanced Bayfront Health St. Petersburg's reputation as a trusted healthcare leader and enables a higher level of clinical, quality, safety and operational excellence for patients and the St. Petersburg and Tampa Bay communities. ELLiE has transformed patient care and work processes for physicians, community providers, clinical teams and patients.

An additional benefit for providers and community practices is the *CHR's EpicCare Link* portal, which provides system access for community affiliate providers. This portal is designed to meet the different functional needs of physicians, advanced practitioners, medical assistants, nurses and clinic staff. Users can view patient specifics, imaging information and additional data through *Care Everywhere* for a more comprehensive patient picture. Referrals, lab orders and radiology orders can be performed electronically. In addition, users can activate the *MyChart Patient Portal* to manage appointments, access test results, request prescription refills and pay bills.

Bayfront Health St. Petersburg's clinical care management team is also leveraging the benefits of the *Epic Healthy Planet* tool. Similar to the Orlando Health Network, the clinical insights afforded to providers who utilize this platform allow for improved care coordination.



## Facility Improvements & Expansion



Following the acquisition, Bayfront Health St. Petersburg's focus was on determining which areas of the facility needed attention and what changes needed to be made. A multidisciplinary team, including Bayfront Health St. Petersburg hospital leadership and Orlando Health's asset strategy team, collaborated with a local design team and *HDR* architects on the process to transform the hospital and invest in the quality of the facility. More than \$4 million has been spent improving Bayfront Health St. Petersburg's facility already, including waterproofing of buildings, elevator upgrades, repairs and replacements. Additional investments are planned for the expansion and renovation of several areas in the hospital and on campus during 2022. Hospital leadership continues to review the master planning process to assess future needs pertaining to patient safety and patient access, adjacency within departments, functionality, and accommodations for future growth.



**PERINATAL CARE**

ONE OF 11 STATE-DESIGNATED REGIONAL PERINATAL INTENSIVE CARE CENTERS IN FLORIDA  
in partnership with Johns Hopkins All Children's Hospital




DESIGNATED AS A  
**LEVEL II  
CARDIOVASCULAR  
SERVICE HOSPITAL**

BY THE  
**FLORIDA  
AGENCY FOR  
HEALTH CARE  
ADMINISTRATION**



**LEVEL II  
TRAUMA  
CENTER**

BY THE **FLORIDA  
DEPARTMENT  
OF TRAUMA**



**LEVEL IV  
EPILEPSY  
CENTER**

BY THE **NATIONAL  
ASSOCIATION  
OF EPILEPSY  
CENTERS**

**Comprehensive  
Stroke Center  
Certification  
by DNV-GL**

ONLY  
COMPREHENSIVE  
STROKE CENTER  
IN THE CITY OF  
ST. PETERSBURG



## 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

**BAYFRONT**  
HEALTH | Network

For questions or comments, contact  
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[OrlandoHealthNetwork.com](http://OrlandoHealthNetwork.com)