



1414 Kuhl Ave.
Orlando, FL 32806
tel 321.843.7000
OrlandoHealth.com

May 18, 2015

The Honorable Rick Scott
Office of the Governor
400 S. Monroe St.
Tallahassee, FL 32399

Dear Governor Scott,

We appreciate the opportunity to respond to your May 13, 2015 data request. As you may know, Orlando Health is one of Florida's most comprehensive private, not-for-profit healthcare organizations including Orlando Regional Medical Center, Arnold Palmer Hospital for Children, Winnie Palmer Hospital for Women & Babies, Dr. P. Phillips Hospital, South Seminole Hospital, Health Central Hospital and South Lake Hospital. Since 1918, Orlando Health has been part of the Greater Orlando community, growing from a single hospital in Orlando into an award-winning community-based healthcare network of physician practices, hospitals, and outpatient care centers throughout Central Florida. We are proud to provide life-saving services to the Central Florida community through one of the nation's largest neonatal intensive care unit at Winnie Palmer Hospital for Women & Babies and the area's only level one trauma center located at Orlando Regional Medical Center.

Orlando Health is also one of Central Florida's largest employers with more than 15,000 team members and nearly 3,000 affiliated physicians focused on achieving the very best outcomes for our patients. In addition, we play a significant role in the economic health of Central Florida with a total economic impact of \$4.5 billion annually, and along with our team members, the organization is responsible for 15 percent of the total retail sales in our region. We strive to meet the community's identified health needs, particularly in the vulnerable, uninsured and underserved populations. In fiscal year 2013 alone, the healthcare system provided more than \$270 million in value to our community, which averages nearly \$740,000 per day.

Orlando Health thanks you for your support of and efforts to renew the Low Income Pool (LIP) program through the waiver process. We support the recent LIP redesign model submitted to the federal government. In response to your data request, Orlando Health echoes the sentiments of the attached letter from the Safety Net Hospital Alliance of Florida. We look forward to continuing this dialogue with the Commission as it continues its work.

Sincerely,

A handwritten signature in black ink that reads "David Strong".

David Strong
President & CEO



May 18, 2015

Teaching Hospitals

Broward Health

Jackson Health System

Mount Sinai
Medical Center

Orlando Health

UF Health Shands Hospital

UF Health Jacksonville

Tampa General Hospital

Public Hospitals

Halifax Health

Lee Memorial
Health System

Memorial Healthcare System

Sarasota Memorial
Health Care System

Children's Hospitals

All Children's Hospital

Nicklaus Children's Hospital

Regional Perinatal Intensive
Care Center

Sacred Heart Health System

Anthony Carvalho

President

Office of Governor Rick Scott
State of Florida
The Capitol
400 S. Monroe Street
Tallahassee, FL 32399-0001

Dear Governor Scott:

It is with pleasure that I write in response to your May 13 letter requesting hospital profile data. I agree, "Florida families deserve access to the healthcare services they need". I also strongly support uniform hospital data reporting and look forward to working with the *Commission on Healthcare and Hospital Financing*.

Thank you for your support of Florida's Low Income Pool (LIP) program and efforts to renew the LIP waiver. The supplemental funding that LIP adds to Florida's Medicaid hospital reimbursement rates is critical to safety net hospitals providing care to large volumes of Medicaid patients. We stand in support of the Florida LIP redesign model submitted to US Department of Health & Human Services.

I am responding to your request on behalf of the Safety Net Hospital Alliance of Florida (SNHAF). The SNHAF is comprised of 14 members that are Florida's top teaching, public, children's, and regional perinatal intensive care center hospitals. Our members shoulder a disproportionate share of Florida's hospital care responsibilities, while providing the most highly specialized medical care and innovation. SNHAF members account for only 10% of the state's hospitals, yet provide 100% of all pediatric level one trauma care, over 88% of all level one trauma care, 72% of graduate medical education programs, 41% of all charity care, 40% of all Medicaid days, and 25% of all hospital admissions.

I look forward to working with the Commission and completing the hospital profile data collection exercise. To ensure that the hospital profile data offers comparative values, I recommend the following:

First, much of the requested data is readily available pursuant Florida hospital data reporting laws and rules. Instead of receiving this comprehensive data from each hospital's own data sources, the Commission should compile much of the data from existing government sources. Data extraction from a few government websites will provide uniformity of most of the profile components.

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These Florida Agency for Health Care Administration website links and units include: Florida Hospital Uniform Reporting System (FHURS); Florida Health Finder; AHCA Data Center; AHCA Revenue Maximization Reports; and Financial Analysis (FA) Unit to name a few. Attached is your hospital profile data request form with a legend of these sources notated for your convenience.

Second, there are some data elements collected in FHURS that are inadequate. These insufficiencies will directly jeopardize your Commission's analysis of hospital operating margins and deliberations on revenue sharing scenarios.

The FHURS fails to collect data on costs unique to mission-driven hospital systems that support Florida's communities by operating clinics serving low-income residents in underserved areas. Many of these hospital systems meet their community's needs by also providing home health care and skilled nursing care, to name a few. These cost centers outside of the traditional hospital setting are fundamental for hospital system-wide operating margin analyses and are missing from the FHURS.

Additionally, healthcare delivery has evolved considerably since the FHURS was originally constructed. There are many ancillary services that were historically performed in physician offices that today are performed in the hospital setting. For example, physician specialty services such as oncology chemotherapy and cardiology diagnostic testing. These physician specialty services are cost intensive, yet also are not recorded in the FHURS cost data.

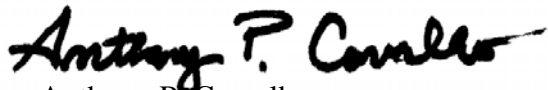
Failure to define and collect these expenditures will result in hospital operating margin comparisons that are insufficient. For these reasons, and in order for the Commission to reach the desired goals as set forth in your Executive Order, the Commission should request a tailored hospital operating margin template be designed, with input from the hospital industry, prior to embarking on a comparative analysis of profit sharing scenarios.

Third, there are data elements requested in your form that simply require clarification. The Commission should provide a common set of terms and definitions to ensure the hospital profile data submitted offers consistent comparative values. For example the term 'case mix' could be: the Medicare MS-DRG casemix; the Medicaid AP-DRG casemix; or the AHCA FHURS interpreted casemix.

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On behalf of the hundreds of thousands of pediatric and adult patients, medical residents, and employees of SNHAF hospitals, we look forward to working with you and the Commission.

Regards,

A handwritten signature in black ink that reads "Anthony P. Carvalho". The signature is written in a cursive, flowing style.

Anthony P. Carvalho
President

Legend

- 1 = AHCA, Florida Hospital Uniform Reporting System (annual report, goes years back)
 - 2 = AHCA, Florida Health Finder www.FloridaHealthFinder.gov (website 2011, 2012, 2013, prior data AHCA Data Center has)
 - 3 = AHCA LIP department also Revenue Maximization Reports submitted annually to Governor / Legislature, goes back to 2002-03
 - 4 = AHCA, Financial Analysis (FA) Unit provides annual excel file with all these calculations
 - 5 = AHCA, Florida Health Finder, query tool, Inpatient (website 2011, 2012, 2013, prior data AHCA Data Center has)
 - 6 = AHCA, Florida Health Finder, query tool, Ambulatory (Surgery) Outpatient (website 2011, 2012, 2013, prior data AHCA Data Center has)
 - 7 = AHCA, Florida Health Finder, query tool, Emergency Department (website 2011, 2012, 2013, prior data AHCA Data Center has)
 - 8 = Data not readily available from AHCA or CMS websites, provider required to research and extract data, data extracted may lack uniformity and therefore not be found comparable from one hospital to the next and/or data may be confidential
 - 9 = Clarification needed: data requested does not exist or does not exist in formation requested, or unsure of definition of requested item (ie Margin of Next Patient Served)
 - 10 = Data may be available at AHCA in current format is insufficient representation of all hospital services, as it is limited in scope or definition (ie Casemix: Medicare or Medicaid or other)
 - 11 = AHCA, Florida Statewide Medicaid Enrollment Report
- * Note: If an asterick is present, data may be available at AHCA for a group, but not as a singular line item as requested.



Hospital Review



Hospital Profile

Hospital Name: 1 or 2 **License Number:** 2
Address: 1 or 2
Ownership Type: 1 or 2 Proprietary | 1 or 2 Not-for-Profit | 1 or 2 Local Government Owned
Prepared by: _____, pursuant to Executive Order 15-99

Hospital Website: 2
Charge Master Website: 9
Initial Licensure Date: 2
Number of Hospital Facilities: 8
Total Licensed Beds:

<i>Acute Care</i>	1 or 2	<i>Child Substance Abuse</i>	1 or 2
<i>Adult Psychiatric</i>	1 or 2	<i>Comprehensive Medical Rehabilitation</i>	1 or 2
<i>Adult Substance Abuse</i>	1 or 2	<i>Neonatal Intensive Care - Level II</i>	1 or 2
<i>Child Psychiatric</i>	1 or 2	<i>Neonatal Intensive Care - Level III</i>	1 or 2

	2006	2007	2008	2009	2010	2011	2012	2013
Financial Data:								
Total Margin	1 & 10							
Total Margin Percent	3 & 10							
Total Deductions from Gross Revenue								
<i>Total Deductions from Bad Debt</i>	1, C-3a							
<i>Total Deductions from Charity Care</i>	1, C-3a							
<i>Total Deductions from Medicare</i>	1, C-3a							
<i>Total Deductions from Medicaid</i>	1, C-3a							
<i>Total Deductions from Commercial Insurance</i>	1, C-3a							
Local Tax Revenue	1, C-4							
Taxes	1, C-6							
Licensing Fees	1, C-6							
Intergovernmental Transfers	3							
Total Low Income Pool (LIP) Funding Received	3							
Foundation Contributions	10	ck .. Audit before?						
Marketing/Advertising Expenses	1, C-6*							
Average cost per patient per day	4							
Average cost per patient per admission	4							
Operating margin for next patient served	9							

Number of patients referred to collections	8							
Number of lawsuits from patients referred to collections	8							
Medicaid Managed Care Contracts:								
Number of plans contracted with for inpatient and outpatient services	8							
Number of enrollees in the plans	11							
Number of speciality plans	11							
Average volume-weighted inpatient rate for standard plans (as % of Medicaid fee)	8							
Average volume-weighted inpatient rate for speciality plans (as % of Medicaid fee)	8							
Average volume-weighted outpatient rate standard plans (as % of Medicaid fee)	8							
Average volume-weighted outpatient rate speciality plans (as % of Medicaid fee)	8							
Employees								
Number of Full Time Employees	1, C-6							
Total Personnel Expense	1, C-6							
<i>Executive and Management Salaries</i>	1, C-6*							
<i>Administrative Salaries/Expense</i>	1, C-6*							
<i>Governmental Affairs/Lobbyist salaries (including legal counsel)</i>	1, C-6*							
<i>Other salaries and benefits expense</i>	1, C-6							
Part Time/Seasonal Employees								
<i>Governmental Affairs/Lobbyist salaries (including legal counsel)</i>	1, C-6*							
Highest Salary	8							
Executive Compensation Packages (total expense)	8							
Number of Volunteer Hours	8							
	2006	2007	2008	2009	2010	2011	2012	2013
Hospital Services								
Total Number of In-Patient Admissions	1, 2, 5							
Ten Most Common In-Patient Conditions and Procedures								
<i>Ten Leading Discharge Diagnoses and Prices</i>								
1	5							
2								
3								
4								
5								
6								
7								
8								
9								
10								
<i>Ten Leading Primary Procedures and Prices</i>								
1	5							
2								
3								
4								
5								
6								

	7								
	8								
	9								
	10								
		2006	2007	2008	2009	2010	2011	2012	2013
Total Number of Out-Patient Visits		6							
Ten Most Common Out-Patient Conditions and Procedures									
<i>Ten Leading Discharge Diagnoses and Prices</i>									
	1	6							
	2								
	3								
	4								
	5								
	6								
	7								
	8								
	9								
	10								
<i>Ten Leading Primary (Out-Patient) Procedures and Prices</i>									
	1	6							
	2								
	3								
	4								
	5								
	6								
	7								
	8								
	9								
	10								
		2006	2007	2008	2009	2010	2011	2012	2013
Total Number of Emergency Department Visits		7							
<i>Ten Leading Diagnoses on Admission and Prices</i>									
	1	7							
	2								
	3								
	4								
	5								
	6								
	7								
	8								
	9								
	10								
<i>Ten Leading Primary Procedures and Prices</i>									
	1	8							
	2								
	3								
	4								
	5								
	6								
	7								
	8								

	9								
	10								
		2006	2007	2008	2009	2010	2011	2012	2013
Total Number of Observation Visits		1, B-1							
Rate of In-Patient Readmissions		5							
Rate of In-Patient Complications		5							
Rate of Adverse Incidents (AHRQ Mortality Rating and Infection Reporting)		5							
Hospital Consumer Assessment of Healthcare Providers and Systems Survey (HCAHPS) Star Ratings									
<i>Communication with Nurses</i>		8							
<i>Communication with Doctors</i>		8							
<i>Responsiveness of Hospital Staff</i>		8							
<i>Pain Management</i>		8							
<i>Communication about Medicines</i>		8							
<i>Discharge Information</i>		8							
<i>Care Transition</i>		8							
<i>Cleanliness of Hospital Environment</i>		8							
<i>Quietness of Hospital Environment</i>		8							
<i>Overall Hospital Rating</i>		8							
<i>Recommend the Hospital</i>		8							
<i>Summary Star Rating</i>		8							
Casemix		5 & 10							