Practical Innovation Furthering Health Care:

Transforming Orlando Health's IT Organization and Facilitating New Growth

In 2018, health care providers were challenged to adapt quickly to demands for efficiency in care delivery and to enhance the continuity of care. In response to these demands, providers were exploring the potential of wearables, machine learning, artificial intelligence tools, telehealth, blockchain and new personalized digital devices. These technological advances introduced new complexities in the IT environment and increased risk of cyber threats (e.g., ransomware attacks). Across the provider space, health systems were seeking to coordinate care through use of a single electronic health record (EHR), increase patient engagement through digital health and improve the security posture of their IT environment.

Novlet Mattis joined Orlando Health, Inc. (Orlando Health) in 2018 as its Chief Information Officer (CIO). At the time Novlet joined this Central Florida-based not-for-profit health system, it had just experienced a significant downtime event of its EHR and revenue management systems impacting both business and clinical operations. Immediately, Novlet was charged with leading the organization through the process of consolidating multiple systems to a single comprehensive platform, while also improving IT system performance, thus enabling an IT environment that would more closely align with the clinical, business and strategic objectives of the health system.

Novlet addressed these requirements through a plan of simultaneously restructuring the IT organization and migrating Orlando Health to a single EHR. While assessing and overhauling the IT organization in preparation for the EHR consolidation and migration, Orlando Health acquired two hospitals, adding further complexity to the IT enhancement. In this proverbial "perfect storm," Novlet relied on her strategic planning and management experience. As supplement to her leadership on this initiative, Novlet sought valued guidance that could provide objective and informed perspective. In working with Hall Render Advisory Services, Novlet found a team that she could effectively partner with to assess, plan, architect and deploy a new, fully integrated health record system that both met the immediate needs of Orlando Health and supported the organization's growth strategy.

The Story of Orlando Health

For more than 100 years, Orlando Health has served the Central Florida community. The health system is comprised of 16 hospitals and emergency departments as well as rehabilitation services, cancer institutes, heart institutes, imaging and laboratory services, wound care centers, physician offices for adults and pediatrics, skilled nursing facilities, an in-patient behavioral health facility, home health care services in partnership with LHC Group, and urgent care

Orlando Health Heart Institute

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>
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centers in partnership with FastMed Urgent Care. Employing nearly 4,200 physicians in more than 80 areas of specialty, Orlando Health served nearly 4 million patients in FY 2021.

The Challenge of Establishing a Contemporary, Sustainable IT Infrastructure

With the immense challenge before her, Novlet established this top priority: Quickly and efficiently transition the various disparate Orlando Health technology systems into a singular, more contemporary, enterprise-wide EHR that could scale to support the health system's six strategic imperatives. Each centered largely on growth and innovation. While focusing on the current system redevelopment, Novlet and her team proactively considered recent acquisitions that had to be integrated into the new framework. Time was of the essence.

How Hall Render Responded

Every function in a health care organization uses an IT component to deliver services, making it essential that the IT landscape and its systems align with business goals. With this in mind, Hall Render Advisory Services, led by principal advisor Dan Cumberland, began its engagement with Orlando Health. The objectives for Advisory Services were clear: (1) Bring objective perspective to the decision-making process that permitted Orlando to make IT system decisions that best align with its strategic objectives; (2) Assist in assessment of current resources and identify opportunities for improved

performance and advancement of IT organization workforce; and (3) Establish and manage overall program plan for completion and turnover.

A team of advisors started with a rigorous discovery process. Their approach was to use proven business architecture principles to evaluate the systems in place before establishing a solid design and implementation plan to create a framework for the entire process. This work included an enterprise architecture assessment, reviews of the organization's data architecture and the team's technical readiness for cloud services. It also involved a review of the Epic remote data center services to identify pros and cons of using the Epic SaaS cloud services for future implementation and all non-Epic applications required for the deployment of the new EHR, which Orlando Health branded as "ELLiE."

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When Orlando Health presented Novlet with the opportunity to lead the IT integration of two new hospitals, Dan leveraged the skillsets of Hall Render attorneys and advisors with deep merger and acquisition (M&A) experience. These experts provided the counsel Orlando Health needed to pull off the simultaneous integrations of newly acquired hospitals and their respective technology systems. Scaling the team to bring in additional legal and advisory resources allowed for organic collaboration and more efficient solutions to position the acquired entities to go live as planned.

The Results

The engagement with Advisory Services contributed significantly to Orlando Health's twofold success: 1) Delivering ELLiE on time, on budget and with minimal contractual risks; and 2) Completely integrating the IT platforms of two new hospitals and dozens of clinics in record time.
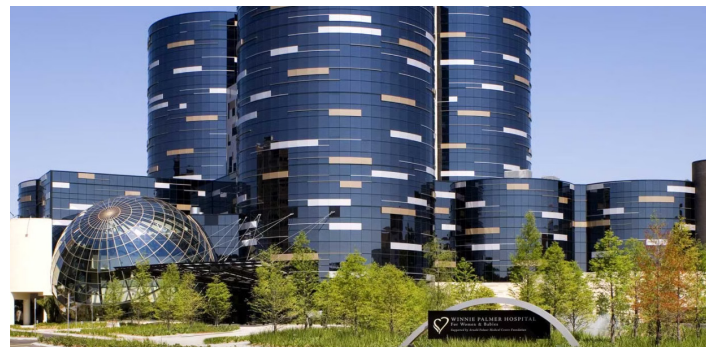
"Hall Render Advisory Services has a team of professionals that have a strong understanding of what goes into a merger from a business standpoint," Novlet says. "Being able to bring legal, clinical and programmatic IT resources with deep experience all from one company is a huge advantage for anyone trying to navigate and integrate systems."

Hall Render supported Orlando Health with a dual objective: First, Orlando Health's success, and second, sustainable success. "We wanted to ensure that these accomplishments could last well beyond our contracted engagement," says Dan Cumberland. To ensure Orlando Health was positioned for future success, Dan and his team provided a playbook with templated contracts, timelines, documented change management methodologies and more, which will benefit Novlet and Orlando Health when managing future growth opportunities. "Our partners can leverage the expertise of Advisory Services well beyond this particular engagement," Dan assures.

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Orlando Health Heart Institute

Orlando Health Winnie Palmer Hospital for Women & Babies

Let's Connect

If you have any questions about IT infrastructure strategy and implementing technology solutions to align with your business objectives, please contact Dan Cumberland at **dcumberland@hallrenderAS.com** or call (443) 951- 7050.
To learn more about Hall Render Advisory Services and how our team of advisors can assist your organization, visit **hallrenderAS.com**.

Dan Cumberland