As we embark on a new year, Baptist Health South Florida can reflect on 2018 as a year we continuously evolved to meet the needs of our communities. With a sharp focus on making healthcare more accessible, affordable and convenient, we implemented ways to positively impact our industry and the patients and families we serve. Healthcare consumers make decisions based on price and reputation, and they seek convenience with higher expectations set by such companies as Amazon and Uber. As we’ve grown strategically in technology, geography and services, our core mission of delivering high-quality, compassionate healthcare remains the same.

We’re committed to being at the forefront of telehealth services with Baptist Health Care On Demand, our app that provides virtual visits 24/7 from a mobile device or computer. Currently, patients can use the platform for urgent care, mental health and surgery follow-up, and we plan to add more services. It’s important for our community to feel a connection with us, whether it is online or on-site.

In the past year, we have clearly defined our service area as being from Palm Beach County to the Florida Keys. Most recently, Baptist Health and Boca Raton Regional Hospital signed a Letter of Intent regarding a strategic partnership and moved on to the next phase of due diligence toward a Definitive Agreement. We look forward to officially welcoming Boca Raton Regional Hospital to the Baptist Health family this year. It will be a strong complement to the services we offer at Bethesda Hospital East and Bethesda Hospital West, along with our outpatient centers in Palm Beach.

With the additions of other new sites like the first Baptist Health outpatient center on Miami Beach, our new free-standing emergency room in West Kendall, as well as expanded hours at other urgent care locations, we are offering patients greater access to Baptist Health’s care close to where they live and work. In the Keys, we are raising funds and working toward building a new Fishermen’s Community Hospital to replace its medical facility in Marathon that was devastated in 2017 by Hurricane Irma. The new one-story structure will be built to withstand hurricanes and designed to meet the medical needs of the community within a 35-mile radius, the distance to the nearest hospital in the Florida Keys.

Our Centers of Excellence, Miami Cancer Institute, Miami Cardiac & Vascular Institute, Miami Orthopedics & Sports Medicine Institute and Baptist Health Neuroscience Center, continued to innovate by recruiting renowned physicians, earning national recognition and breaking ground on exciting advances in treatments, research and technology.

In 2018, we also diversified our business with the launch of Health System Solutions, a new company co-owned by Baptist Health and Navigant/Cymetrix, to which 550 Baptist Health team members transitioned.

Baptist Health was once again recognized for its people and culture. We ranked #25 on Fortune’s “100 Best Companies to Work For.” We were also named for the eighth consecutive year on Ethisphere’s list of “World’s Most Ethical Companies” and listed among the “Most Wired” hospitals and healthcare systems.

On the following pages, you will read more about our notable accomplishments across the organization. Our shared success is a result of the great work of our dedicated employees, physicians, clinicians, donors, volunteers and Board members. Together, we are providing outstanding care to our diverse communities and will continue to innovate in all the areas that are important to our patients and families.
Baptist Hospital of Miami

Top Honors: Baptist Hospital was ranked #1 in Miami-Dade County on U.S. News & World Report’s Regional Best Hospitals list. It ranked #2 in the region and #6 in the state. The hospital was ranked as high performing in the following 13 clinical areas: diabetes and endocrinology, gastroenterology and GI surgery, geriatrics, neurology and neurosurgery, orthopedics, pulmonology, abdominal aortic aneurysm repair, heart bypass surgery, heart failure, colon cancer surgery, chronic obstructive pulmonary disease (COPD), hip replacement and knee replacement.

New Service: Baptist Hospital received approval from the Agency for Health Care Administration to operate an adult inpatient bone marrow transplant program to support Miami Cancer Institute’s service lines and treatment options.

Comprehensive Stroke Center: Baptist Hospital received two-year recertification as a Comprehensive Stroke Center from The Joint Commission. To achieve recertification, Baptist Hospital underwent a rigorous on-site review to ensure its continued compliance with Comprehensive Stroke Center standards and requirements. These include having advanced imaging capabilities, 24/7 availability of specialized treatments and staff with the unique education and competencies to care for complex stroke patients.

Beacon Awards: Six clinical units — Critical Care Unit, Pediatric Intensive Care Unit, Neonatal Intensive Care Unit, Family Birth Place, 3 Main and 5 Main — received the American Association of Critical-Care Nurses Gold Beacon Award for Excellence. For patients and families, the Beacon Award signifies exceptional care through improved outcomes and greater overall satisfaction. For nurses, the award signals a positive and supportive work environment with greater collaboration between colleagues and leaders, higher morale and lower turnover.

Baptist Children’s Hospital: Baptist Children’s Emergency Center was renamed the Marta and Carlos J. Arboleya Jr. Children’s Emergency Center at Baptist Hospital. The new name was dedicated in honor of the wife and son of Carlos J. Arboleya Sr., who made a kindhearted gift to benefit Baptist Children’s Hospital. This legacy will provide hope and healing to children and their families.

Bethesda Hospital East and Bethesda Hospital West

Best Regional Hospital Honors: Bethesda Hospital East was recognized by U.S. News & World Report for excellence in two specialties: heart failure and COPD.

Five-year Anniversary: Bethesda Hospital West marked a milestone as it celebrated its five-year anniversary with an event for the Boynton Beach community. The hospital has seen tremendous growth since its opening, with over 25,000 Emergency Department visits this past year.

Expansion Plans: In conjunction with the celebration, Bethesda Hospital West announced plans to expand on two fronts. First, plans were announced to build a new ambulatory surgery center. This 15,000-square-foot, state-of-the-art surgery center will be housed in the medical office building on the campus of Bethesda Hospital West. In addition, plans were announced to expand Bethesda Hospital West, adding a new 35-bed unit, with all private rooms and four new operating suites.

Breast Care Service Outreach: Bethesda Women’s Health Center received a grant for $125,000 from Susan G. Komen South Florida to provide breast care services to women. As the largest Komen grant recipient in Palm Beach County, Bethesda helped more than 400 women receive mammograms and other breast services with compassionate care.

The Marta and Carlos J. Arboleya Jr. Children’s Emergency Center at Baptist Hospital was named in honor of the wife and son of Carlos J. Arboleya Sr.

Team Bethesda, made up of more than 160 employees and their families, supported the Susan G. Komen Race for the Cure to find a cure for breast cancer.
**Doctors Hospital**

**Magnet Application:** Doctors Hospital submitted its Magnet Recognition Program application to the American Nurses Credentialing Center and granted an expedited site visit.

**Miami HEAT Partnership:** Miami Orthopedics & Sports Medicine Institute and the Miami HEAT entered into an unprecedented partnership to build the Miami HEAT Sports Medicine Center at Miami Orthopedics & Sports Medicine Institute on the campus of Doctors Hospital. The unique co-branding opportunity will significantly enhance the expert care provided to our patients and community.

**Miami HEAT Sports Medicine Center at Miami Orthopedics & Sports Medicine Institute:** Construction began in August 2018 on the campus of Doctors Hospital. The four-story, 49,000-square-foot building will house all of the Institute’s orthopedic specialties, including a state-of-the-art ambulatory surgery center on the top floor. Completion is slated for July 2019.

**New Location:** Miami Orthopedics & Sports Medicine Institute opened its sixth rehabilitation location at the new Miami Beach facility, and demand is growing from the Miami Beach community.

**Recognized by U.S. News & World Report:** Doctors Hospital was recognized in two specialties: heart failure and COPD.

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**Fishermen’s Community Hospital**

**Modular Hospital:** Ever since Hurricane Irma devastated the Florida Keys and extensively damaged Fishermen’s Community Hospital in September 2017, the community had been receiving care in a temporary field hospital. However, a new modular hospital opened in July, bringing all services under one roof. The new facility improves care efficiency and provides a more comfortable environment for patients and staff. At just over 7,000 square feet, the modular hospital contains a 24-hour emergency department and trauma room, six treatment beds, two inpatient beds, two observation beds, diagnostic services, a lab, pharmacy and more. Constructed using a pre-engineered building system, it is rapidly deployable and extremely durable.

**New Replacement Hospital:** Baptist Health continues to raise funds for the construction of an entirely new Fishermen’s Community Hospital, estimated to cost $40 million. The facility is expected to include 24-hour emergency services, outpatient observation beds, a medical-surgical inpatient unit for patients requiring admission, and an intensive care unit for critical patients with 24/7 monitoring. There also will be a surgical suite with one or more operating rooms, anesthesia facilities and a post-anesthesia care unit. The hospital will include inpatient and outpatient imaging services, a patient registration area and space for support services such as laboratory, dietary, pharmacy, cardopulmonary and administrative services. It will meet all federal and state requirements for the operation of a Critical Access Hospital.

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*Rendering of Miami HEAT Sports Medicine Center.*

*Future Fishermen’s Community Hospital.*

*Senator Marco Rubio and then U.S. Representative Carlos Curbelo attended a press conference at the modular hospital, one year after Hurricane Irma.*
Mariners Hospital

Pathway to Excellence Re-designation: Mariners Hospital received Pathway to Excellence designation for the third time. The Pathway to Excellence journey identifies the elements of interprofessional work environments where nurses can flourish and feel empowered, substantiates nursing job satisfaction at Mariners and identifies it as one of the best places to work. This honor is granted based upon six practice standards: Shared Decision Making, Leadership, Safety, Quality, Well-being, and Professional Development. Mariners nurses also were asked to speak at the Pathway to Excellence conference due to their recent experience with Hurricane Irma. Their presentation was titled “Nursing Excellence Meets Natural Disasters.”

SPECT CT Unit: Proceeds from the 2018 BougainVilla Ball helped purchase a SPECT CT unit that will allow Mariners Hospital to perform both functional and anatomical overlay imaging on the same unit. This technology is beneficial for tumor localization prior to surgery, and will also allow the hospital to obtain stroke certification by enabling caregivers to provide quicker treatment and care to stroke patients.

Homestead Hospital

Rehabilitation Program: Homestead Hospital began construction of a 23-bed inpatient rehabilitation unit in November 2018. This comprehensive medical rehabilitation program, currently housed at Baptist Hospital, will be relocating to Homestead in Spring 2019.

Healthy Homestead: Homestead Hospital envisions a community where health and well-being are the focal point of life. With the Healthy Homestead initiative, like-minded individuals and South Dade community partners are collaborating to inspire and empower people to grow a healthier community by improving health, nutrition, fitness and wellness education.

Grow2Heal Garden: Homestead Hospital is one of only a few medical centers in the nation that grows its own food. More than 6,000 pounds of fresh, locally harvested produce from the Grow2Heal Garden is served to patients, guests and employees annually. The garden provides valuable volunteer opportunities for more than 250 high school and college students and learning opportunities for visitors, including 1,000 students who attended the GrowYourLunch field trips and 100 healthcare students who learned about preventing disease through nutrition. The garden’s learning center also hosted educational sessions on the role of nutrition in preventing diabetes, cancer and stress. There are plans to expand the garden’s growing capacity so that produce can be shared with other Baptist Health entities.

Employees came together to celebrate the future Baptist Health Rehabilitation Center at Homestead Hospital, expected to open in April 2019.

Homestead Hospital is one of only a few medical centers in the nation that grows its own food.

Mariners Hospital employees partnered with Toys for Tots to ensure a playful holiday season for children in the Florida Keys. In addition to dozens of toys, more than 25 bicycles were donated.
South Miami Hospital

Best Regional Hospital Honors: South Miami Hospital was recognized by U.S. News & World Report for excellence in two specialties: heart failure and lung cancer surgery.

New Technology: South Miami Hospital received 62 NicView cameras made possible through a philanthropic gift from Baptist Health South Florida Foundation. The cameras provide NICU parents with password-protected streaming images from their smartphone or computer. The technology is relatively new to U.S. NICUs, and South Miami Hospital is one of the first hospitals in the region to make them available for families.

Hyperbaric Medicine: South Miami Hospital offers the community a four chamber equipped facility for hyperbaric medicine. The facility obtained national recognition, receiving certification by the Undersea and Hyperbaric Medicine Society, for having met the highest standards of care and patient safety. South Miami Hospital is the only certified facility in South Florida and one of 13 certified facilities in the state.

Stroke Program: South Miami Hospital established a rapid response team to coordinate the care of any patient suspected of having a stroke. The “BEST” team has shown great achievements, improving patient outcomes and was awarded the “Stroke Quality Award” at the Miami Neuro Symposium this year.

West Kendall Baptist Hospital

Rated High Performing: U.S. News & World Report recognized West Kendall Baptist Hospital as high-performing in two specialties: heart failure and COPD.

Nurse of the Year Awards: West Kendall Baptist Hospital ICU Nurse Educator, JoAnn Aberilla, was awarded the inaugural Baptist Health South Florida Robert B. Cole Nurse of the Year award. ICU nurse, Jobic Butao, was awarded Magnet Nurse of the Year for Empirical Outcomes. Mr. Butao is the first nurse at Baptist Health and in Florida to receive this recognition.

Miami-Dade Grant to Healthy Hub: The Board of County Commissioners awarded West Kendall Baptist Hospital a three-year grant to support the operations of Healthy Hub. The three-year grant totals more than $255,000. Healthy Hub is designed to identify and intervene in preventable conditions by engaging and empowering individuals to learn their health status. To date, Healthy Hub has performed more than 25,000 screenings.

Wellness and Prevention: The Consortium for a Healthier Miami-Dade recognized Javier Hernandez-Lichtl, CEO, and West Kendall Baptist Hospital for making health happen in West Kendall and for their efforts in improving community health.
Baptist Outpatient Services

Introducing and Expanding Services: Baptist Health’s Miami Beach wellness and medical complex opened, emphasizing the need for one brand and one experience given the multiple product lines in the facility. Baptist Health implemented extended hours at the Palmetto Bay and Westchester urgent care sites, as well as transitioned the West Kendall Urgent Care into a 24-hour care site. Urgent Care Express, previously only in Key Biscayne, expanded to include locations in Country Walk and Coral Springs.

Baptist Health Surgery Center, formerly known as the Medical Arts Surgery Center at Baptist Hospital, expanded its services to the third floor at the Medical Arts Building’s East Tower.

Baptist Health South Florida opened its first freestanding full-service emergency center in Miami-Dade County where visitors receive the same treatment offered at a hospital for life-threatening emergencies. Baptist Health Emergency Care is equipped to treat children and adults. It has two triage rooms, 19 patient rooms, an emergency medicine laboratory and imaging services for X-ray, CT and ultrasound testing.

Care On Demand: Baptist Health Care On Demand is leading the delivery of telehealth services, offering 24/7 video visits with a doctor for minor urgent care from anywhere in the United States. Baptist Health is on subscribers’ phones, ready at any moment’s notice with high-quality care that is convenient and responsive to the needs of today’s consumers. Care On Demand has added mental health therapy, psychiatry, breastfeeding support and diet and nutrition practices to its online platform. Care On Demand achieved excellent patient satisfaction with 96 percent of patients rating the service 4+ stars out of 5.

Patient Satisfaction Awards: Diagnostic Centers in Davie, Doral, Miami Lakes, Tamiami and Westchester received five Guardian of Excellence Awards — at or above the 95th percentile for four consecutive quarters in the All Press Ganey Database.

Community Health: Baptist Health provided more than 35,000 complimentary health screenings, hosted 160,000 exercise class participants and educated more than 21,000 attendees at educational lectures. Through partnerships with local organizations, Baptist Health has expanded programming to address areas identified through our community health needs assessment. Baptist Health also partnered with United Way’s HEAL initiative to launch a comprehensive health improvement and education program at Wesley Matthews Elementary School.

Baptist Health Enterprises

Property Management: Baptist Health Enterprises managed 117 sites and 2.1 million square feet of property from the Florida Keys to Palm Beach County in 2018. Tenant satisfaction scores far exceeded benchmarks (90th percentile) for all sites based on a “percentage of overall satisfaction.”

Real Estate Development: Baptist Health has acquired land adjacent to Baptist Hospital. It also has site plan approvals for a Broward Integrated Care Center Building in Plantation and free-standing emergency rooms in Doral and West Dade.

The Hilton Miami Dadeland, opening soon on the northwest corner of the Baptist Hospital campus, will serve both the local and tourist communities. It will also be a convenient, restful stop for many patients and their families who travel from outside the region for extended care at Miami Cancer Institute, Miami Cardiac & Vascular Institute and other Baptist Health Centers of Excellence.

Recognition: West Kendall Baptist Medical Arts Building received the 2018 TOBY Award from the Building Owners and Managers Association for Outstanding Building of the Year.

The Hilton Miami Dadeland will offer 184 rooms and suites, a wellness and fitness center, a farm-to-table restaurant, conference facility, a ballroom and meeting space, Starbucks and a heated, outdoor pool.
Miami Cancer Institute

Physician Recruitment: In 2018, 21 new physicians were recruited — many of whom come to Miami Cancer Institute from the leading cancer centers in the United States. A total of 53 new physicians have joined the Institute since the opening of its state-of-the-art facility on the campus of Baptist Hospital in 2017. Specialties represented include hematology/oncology (including blood and marrow transplant, head and neck, and melanoma and phase I), neurosurgery, surgical oncology (including head and neck; pancreatic and hepatobiliary; and endocrine), radiation oncology, cancer rehabilitation, gynecologic oncology, psychiatry, urology and pathology.

New Treatment: Miami Cancer Institute’s new Blood & Marrow Transplant service performed 12 successful autologous (“auto”) transplants in 2018, where a patient’s own stem cells are collected, frozen and stored, then given back to the patient after intensive, high-dose chemotherapy. Of those 12, two cases were inpatient and 10 were outpatient transplants. The Institute is the first center in South Florida to offer outpatient “auto” transplants for certain diagnoses. Baptist Health’s application for a Certificate of Need from the state’s Agency for Health Care Administration for an inpatient stem cell transplant program was approved in November 2018. A five-bed inpatient unit for allogeneic (“allo”) transplants, in which patients receive stem cells from a donor and a new state-of-the-art stem cell processing and immunotherapy laboratory are near completion in early 2019.

Growth: Miami Cancer Institute provided care for almost 127,000 patients in 2018, an increase of 23 percent since 2017. The volume of patients being cared for has increased dramatically, and the current average of total patients per day is more than 1,000. Other noteworthy increases include: total provider visits by 22 percent; surgical cases by 65 percent; chemotherapy infusion volume by 5 percent; and total radiation treatments by 50 percent, including the addition of a fully operational third proton therapy gantry.

Expanding Care: In the coming year, Miami Cancer Institute will add the following services, further strengthening its impact on cancer care in our region: Cardio-Oncology Clinic; Skin Clinic with a new 3D whole-body machine to track skin lesions over time — the first of its kind in South Florida; Dental Oncology Clinic; integration with Bethesda Health System; and Male Infertility, Sexual Dysfunction and Androgen Deficiency Clinic.

Miami Cardiac & Vascular Institute

Physician Growth: In 2018, Miami Cardiac & Vascular Institute added to its team of experts by welcoming four clinical cardiologists, an electrophysiologist and interventional oncology radiologist. The Institute also progressed with its strategic development of clinical services with the integration of the cardiology practice (formerly HeartWell), strengthening the Institute’s leadership position in delivering cardiovascular care.

Innovations: Miami Cardiac & Vascular Institute was selected by Philips, a global leader in health technology, as the first site in the U.S. to implement the Ingenia Ambition X 1.5T MR for cardiovascular imaging. The new equipment features an industry-first fully sealed magnet that dramatically reduces helium consumption and also features technology that decreases exam time. The Institute has been an innovation partner and a test site for Philips’ technology since its inception more than 30 years ago. The Institute also added the new Azurion with FlexArm, a first-in-the-world imaging platform in the invasive environment, and a vascular ultrasound probe that provides 3D imaging.

New Treatments: Miami Cardiac & Vascular Institute continued to advance new treatments for aneurysms, structural heart disease, severe coronary occlusive disease, critical limb ischemia, pulmonary embolism and image-guided therapy for cancer.

Advancing Clinical Care: The Institute developed and presented eight clinical pathways to the Evidence-based Care Council and also developed a multidisciplinary physician model to monitor all clinical pathways.
Miami Orthopedics & Sports Medicine Institute

Student Athlete Support: The Institute’s dedicated team provided pro-bono physicals to more than 5,000 student athletes across 37 Miami-Dade County public high schools and sports medicine coverage for 440 youth football games in Miami-Dade and Broward counties.

Miami HEAT Sports Medicine Center at Miami Orthopedics & Sports Medicine Institute Groundbreaking: Scheduled to open summer 2019, the 49,000-square-foot building is located adjacent to Doctors Hospital in Coral Gables. The four-story renovation will house all of the Institute’s orthopedic specialties including a state-of-the-art ambulatory surgery center on the top floor.

New Physicians: The Institute welcomed four new physicians to the practice in 2018. The new additions range from a sports medicine physician to an orthopedic trauma surgeon.

Expansion of Services: In 2018, Miami Orthopedics & Sports Medicine Institute expanded its footprint to the Florida Keys with Derek Papp, M.D., working three days a week at Homestead Hospital and Mariners Hospital. This expansion increased the Institute’s presence in the Keys and filled a much needed void. In addition, the Institute opened a physical therapy outpost in Miami Beach in July.

Miami Orthopedics & Sports Medicine Institute has partnered with Pinecrest Physical Therapy to complement an already robust physical therapy program and expand access in our community to the very best orthopedic rehabilitation and care. This partnership adds seven physical therapy locations, bringing Baptist Health patients a total of 13 convenient locations to receive treatment, spanning from Monroe to Broward.

Baptist Health Neuroscience Center

Stroke Care Recognition: Baptist Health Neuroscience Center, in conjunction with Baptist Hospital, was accredited by The Joint Commission as a Comprehensive Stroke Center — the highest level of specialized stroke care. The Center also received the American Heart Association/American Stroke Association’s Get With The Guidelines®-Stroke Gold Plus Achievement Award with Target: Stroke™ Honor Roll Elite Plus. The award recognizes the hospital’s commitment to providing the most appropriate stroke treatment according to nationally recognized, research-based guidelines grounded in the latest scientific evidence.

Stroke Treatment Performance: Baptist Health Neuroscience Center served 1,215 stroke patients in FY 2018 and was ranked in the top 10 percent in the country for IV tissue plasminogen activator (tPA) door-to-needle time at 30 minutes, door-to-groin time at 73 minutes and door-to-reperfusion time at 100 minutes, a significant improvement from 143 minutes in 2017. These clot-busting and clot-removal procedures are the gold standards for treating clot-caused stroke.

Spine Center Expands to Miami Beach: Spine care services are now being offered at Baptist Health’s Miami Beach hub as of October 2018.

International Footprint: The Center will serve as a consultant to a hospital in Panama for its stroke program.
Baptist Health Medical Group

**Physician Growth:** Baptist Health Medical Group hired 67 new physicians in 2018 — a 32 percent increase over the previous year — bringing the total number of physicians to 279. This includes the 24 physicians hired through the integration of the HeartWell Cardiology practices with Miami Cardiac & Vascular Institute. With the addition of two new palliative care physicians, palliative care support is now being offered to all Baptist Health hospitals in Miami-Dade County.

**New Locations:** Baptist Health Medical Group opened a multispecialty hub at Miami Beach in July 2018. It is an integrated hub that offers services in primary care, spine care and other medical specialties to come. Baptist Health Neuroscience Center footprint expanded with the opening of spine care locations in Pinecrest and Miami Beach.

**Program Growth:** Baptist Health Medical Group launched Healthcare At Work, a program developed to provide on-site Primary Care services to employees within an organization. The first contract was signed with Envision in Plantation and the location is scheduled to open in January 2019.

Baptist Health Primary Care expanded the Sweet Life Club Diabetes program by increasing patient participation by 300 percent; the program also achieved accreditation by the American Diabetes Association.

Baptist Health Medical Group integrated Employee Health Services, including Ergonomics and Leave/Disability Administration Services and Wellness Advantage. Employee Health developed revenue-generating Occupational Health Services for the local business community and a telehealth program to provide employee health services to outside employers; integrated the workers’ compensation program with the Bethesda facilities; transitioned to a self-insured Short-Term Disability program; and implemented a Plant Strong menu to all food venues within the health system.

The Telehealth Center successfully deployed a mobile monitoring platform in community-based post-acute care facilities and implemented a system-wide sepsis monitoring and intervention program.

The **Health Channel:** Baptist Health partnered with South Florida Public Broadcasting Station to launch a health channel called The Health Channel — All Health, All the Time. The programming consists of 20 weekly live programs produced each day at the TV studio located on the South Miami Hospital campus, averaging one hour in length. Viewers may call in or submit questions online. As part of the partnership, Baptist Health provides clinical experts to speak on different health topics on the shows. Since its debut, the channel has featured more than 675 clinical experts, as well as patients, and other healthcare and wellness professionals.

Baptist Health Quality Network

**Quality Improvement:** Baptist Health Quality Network focused on addressing screening/prevention and chronic disease management. By working with patients and ensuring continuity of care, it lowered the total cost of care by decreasing inpatient and emergency room utilization, as well as improving patient access to primary care physicians.

**Bundled Payment Care Initiative Program:** Baptist Health Quality Network received CMS approval to participate in the Bundled Payment Care Initiative-Advanced program, which allows Baptist Health to achieve incentives for improving the care of patients within specific episodes of care. This initiative under CMS aims to improve quality and lower total cost of care. Participation in the program further advances Baptist Health’s work in taking economic risk and building the skills to be successful in a value-based healthcare delivery model.

**Complex Care Management Program:** To date, 284 patients have been enrolled in Baptist Health Quality Network’s Complex Care Management Program. In this program, healthcare providers, nurse case managers and social workers follow patients with chronic diseases and provide the education and support needed to empower them to effectively manage their conditions and reduce the cost of care.

**Transition of Care:** In 2018, all value-based transition of care services and resources were consolidated into a multidisciplinary team contributing to enterprise-wide cost reduction strategies. More than 9,000 patients were enrolled and transitioned in the program, which preserves patients’ continuum of care by proactively helping patients and their caregivers manage health conditions in an outpatient setting with a goal of improving the patients’ functional health. Objectives include healthcare continuity, improving outcomes, and promoting the safe and timely transition of patients from one level of care to another, or from one type of setting to another. The 30-day transition of care program focuses on comprehensive discharging planning, medication reconciliation, teach-back method when conducting patient education and ensuring patients have a follow-up appointment with their healthcare provider seven to 14 days post-discharge.

**New Tools:** Baptist Health Quality Network led the implementation of Cerner Healthteint, a leading population health management solution that allows Baptist Health to manage populations one person at a time. This powerful tool proactively identifies and recommends targeted interventions to improve health outcomes. It is designed to enable multidisciplinary population healthcare teams to engage patients and their families, along with their healthcare provider, to take action to improve the quality of their health and care. Baptist Health Quality Network also implemented the Florida Health Information Exchange Service, which enables the secure and timely electronic exchange of patient health information among healthcare providers.

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### Primary Care By the Numbers

| Patients Seen for Same-day Appointments: | 7,850  
(January-September 2019) |
<table>
<thead>
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<tr>
<td>Total Patient Panel Size:</td>
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<td>Encounters Completed:</td>
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### Baptist Health Quality Network By the Numbers

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<tr>
<td>Total Specialties:</td>
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</tr>
<tr>
<td>Patients Seen by Network Physicians:</td>
<td>35,000</td>
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</table>
Baptist Health International

**Patient Volume:** Highest international patient visits to date, with a 21 percent increase year over year.

**Digital Marketing:** Launched a pay-per-click digital marketing campaign promoting Miami Cancer Institute that resulted in an increase of international visitors to the Baptist Health South Florida website from 18,000 visitors to 100,000 visitors.

**Miami Cancer Institute:** Baptist Health International hosted 80 physicians and medical leaders from 19 countries during Miami Cancer Institute’s Proton Therapy Center opening in March and International Physicians Lecture & Tour in September.

**Instituto Medico San Nicolas:** Baptist Health International kicked off the renovation and expansion project with Instituto Medico San Nicolas (ImSan) in Aruba, expanding Aruba’s healthcare sector to include radiation oncology and ambulatory surgery centers designed and constructed according to international healthcare best practices.

**Dominican Republic Oncology Awareness:** Baptist Health International, along with Miguel A. Villalona-Calero, M.D., John P. Diaz, M.D., Marcio Fagundes, M.D., and Guenther Koehne, M.D., Ph.D., promoted Miami Cancer Institute at the “IV Congreso Nacional de Verano de la Sociedad Dominicana de Hematología y Oncología” in Punta Cana. The physicians presented updates on molecular and immunotherapy treatments for cancer, gynecologic cancer, lung cancer, radiotherapy for breast and prostate cancers, bone marrow transplant, and management of multiple myeloma to 200 medical professionals.

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Baptist Health Foundation

**Annual Giving:** The Foundation raised $31.3 million, marking an all-time record. The total comprises a wide range of large and small gifts, indicating strong, continued growth in sustainable core fundraising. Physician engagement — often considered central to success in healthcare philanthropy — also continues to grow, with 65 percent of gifts of $60,000 or more being directly associated with physician involvement.

**The Giving Society:** A total of 121 families were inducted into The Giving Society, marking the second-highest number in a single year since the society was founded. The Giving Society is Baptist Health Foundation’s prestigious donor recognition program honoring donors who have contributed $60,000 or more to the organization.

**Fishermen’s Community Hospital:** Through the ongoing capital campaign themed, “Our Community, Your Hospital,” more than $8 million was raised within seven months to help build the new hospital. The campaign continues in 2019, with a goal of raising $15 million toward the total cost of $40 million to build the new facility.

**Miami HEAT Sports Medicine Center at Miami Orthopedics & Sports Medicine Institute:** The creation of The Miami HEAT Sports Medicine Center at Miami Orthopedics & Sports Medicine Institute will be the result of a generous gift from the HEAT. Scheduled to open in summer 2019, the 49,000-square-foot building adjacent to Doctors Hospital is undergoing a four-story renovation and will house all of the Institute’s orthopedic specialties, including a state-of-the-art outpatient surgery center.

**HEAT.HELP.CURE.:** A philanthropic partnership among the Miami HEAT, Baptist Health’s Miami Cancer Institute and Entercom — took to the airwaves and streets of South Florida in the latter part of FY18, gearing up for the first-ever Radiothon to benefit cancer research and care at the Institute. HEAT.HELP.CURE. — representing, “Join the HEAT. You can HELP. Find a CURE.” — conveyed across five South Florida stations stories of the hope and inspiration at Miami Cancer Institute. To further amplify the Radiothon, Jonathan Zaslow of 790 The Ticket created the “Dribble Drive,” an event to raise a minimum of $1 each for every 20,000-plus bounces of a basketball dribbled from the Institute to AmericanAirlines Arena.

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![Physicians and medical leaders from 19 countries attended Miami Cancer Institute’s Proton Therapy Center opening.](image1)

![New members of The Giving Society.](image2)
Bethesda Hospital Foundation

**NICU Renovation:** Bethesda Hospital Foundation marked a milestone with the completion of its $1 million renovation to the Level III Neonatal Intensive Care Unit at Bethesda Hospital East. Newly designed with a jungle motif, this unit provides the highest level of care for critically ill and premature infants.

**Jewels and Jeans Bid From the Heart:** This event raised $150,000 to purchase a Flowmeter, which measures blood flow before and after angioplasty. Used in conjunction with a CT scanner, the device can determine if the angiogram was successful immediately after being performed.

**Women of Grace:** The annual luncheon raised $300,000 to purchase a maternal simulator and a neonatal simulator for the Obstetrics and Gynecology simulation lab at Bethesda Hospital East. It is designed to develop and enhance the necessary skills critical to patient safety and maternal and fetal mortality. Simulation provides a safe way for the OB Care Team to practice the application of knowledge and skills with mock deliveries and drills and to learn new procedures. Not only will the simulation lab support our providers, it will also enhance the education and skills of our residents.

**Bethesda Pro-Am:** The tournament raised $290,000 for Bethesda Health Women’s Health Center. The proceeds will go toward renovating the Center’s lobby.

**Bethesda Ball:** The Ball raised $680,000 for a new 3D Mammography machine with biopsy capabilities.