Innovating Healthcare

Baptist Health South Florida

2013-2014 Report to the Community
Dear Friends:

In the face of the challenges that accompany a major societal shift, the ability to remain focused, ingenious and resilient helps an organization survive and, indeed, thrive throughout the transformation. If there is one lesson the Baptist Health organization took away from the past year, it was the importance of focusing on our mission of providing exceptional healthcare with resiliency and innovation. Our proactive response to the Affordable Care Act has allowed Baptist Health to maintain its place among the country’s top healthcare organizations — financially secure and well-positioned to weather change. Baptist Health laid the groundwork for future growth and adaptation in an industry that is undergoing significant transformation. Every level of our organization — from our hospitals and outpatient facilities to our physician enterprises and corporate divisions — recognized that navigating the shifting currents of healthcare would demand innovation, perseverance and vision. Every department rose to the occasion, seeking ways to trim costs and enhance efficiency, while remembering our mission of patient- and family-centered care. As in previous years, our not-for-profit, faith-based mission was a beacon lighting our direction.

This level of engagement translates to growth, enhanced quality, fiscal health and national recognition. Baptist Health received many accolades, including top honors for National Quality Measures from The Joint Commission and being ranked among the top hospitals nationwide by U.S. News & World Report.

To maintain our position, we embraced a proactive perspective and developed initiatives to stay ahead of the curve. In response to the shortage of primary care physicians, we launched our Family Medicine Residency Program at West Kendall Baptist Hospital. An academic affiliate of Florida International University’s Herbert Wertheim College of Medicine, it is the first new Family Medicine Residency program to open in South Florida in more than a decade. In addition, Baptist Health Medical Group continues to grow with the expansion of primary care, telehealth and our Centers of Excellence. Community outreach efforts include free or low-cost health screenings, programs and fitness classes. Our organization has developed other creative responses to healthcare reform, including the Baptist Health Quality Network — a clinical integration effort that helps control costs while maintaining high-quality care.
Knowing we stand among the best hospitals in the nation affirms our mission and allows us to move forward with confidence. In 2013, we broke ground on a $100 million expansion at Miami Cardiac & Vascular Institute, and in the summer of 2014, we began building Miami Cancer Institute on the Baptist Hospital campus. The world-class facility will consolidate Baptist Health’s cancer services and will set the standard for cancer care, locally and nationally.

Even as we make plans for future growth, we remain mindful of the less fortunate members of our community. In 2013, Baptist Health provided $292 million in community benefits, an increase over the previous year. Part of this benefit included free medical care to more than 24,000 uninsured, low-income people and donating $3 million to community clinics that deliver primary care to the underserved. Baptist Health South Florida Foundation partners with donors to make these efforts possible. The Foundation was blessed with several major gifts in 2013, and overall raised $15.4 million for the year.

To ensure an agile response to the needs of the diverse communities that we serve, all Baptist Health hospitals completed community health needs assessments. These reports will assist us in forming partnerships and developing community-specific initiatives that promote health.

Over the past few decades, we have witnessed major changes in our community and in healthcare. One steadfast truth that guides us through change is our culture of putting people first. Our more than 15,000 employees share our dedication to provide exceptional care, with genuine concern and compassion for patients and families. The engagement and enthusiasm demonstrated by our physicians, nurses, employees, donors, Board members and volunteers are the lifeblood of our organization. With their support, we can continue to enhance the health and well-being of our community.

Brian E. Keeley
President and Chief Executive Officer

The Rev. Dr. William W. White
Chair, Board of Trustees
“Our leadership team laid the foundation for future growth and adaptation in an industry that is undergoing major transformation.”

— Brian E. Keeley, President and Chief Executive Officer

The Quest for Quality
The people of South Florida rely on Baptist Health to provide high-quality healthcare with skill and compassion. Although Baptist Health is an established, respected not-for-profit healthcare organization, we do not rest on our laurels. Every day, we strive to enhance patient safety and the quality of care, while implementing new efficiencies and keeping up with the latest medical developments. Our dedication to superior healthcare is showcased in our pioneering research, advanced technology and exceptional programs, as revealed through our Centers of Excellence.

Concurrent with our efforts, healthcare reform is challenging hospitals, physicians and clinicians to raise the bar on patient outcomes, while controlling costs. Baptist Health has embraced this challenge. At every level of our organization — from leaders to physicians and staff — a spirit of innovation and ingenuity prevails, reaffirming our belief that people are Baptist Health’s most valuable asset.

Caring for patients with skill and compassion is central to the Baptist Health mission. We believe in the benefits of patient- and family-centered care and seek patient feedback to ensure that we adhere to our mission. It’s gratifying when patients tell us we’re on the right track: Baptist Health hospitals rank higher in patient satisfaction than all of our South Florida competitors, according to the federal government’s national standardized patient experience survey, HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems).

Our physicians, nurses and employees help us stay at the forefront of cutting-edge care. Their quest for quality is evident in our stellar performance and safety ratings and our creative solutions to healthcare challenges. These solutions might be as high-tech as eICU LifeGuard, a sophisticated system that provides an extra measure of care for critically ill patients through electronic monitoring. Other solutions are delightfully low-tech, but no less effective: pet therapy dogs that raise the spirits of patients simply by wagging a tail. Ultimately, every action we implement, whether simple or sophisticated, is driven by our desire to provide an outstanding patient experience.

### Patient Experience

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Patient Experience Rating</th>
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<tbody>
<tr>
<td>MAYO CLINIC, MINNESOTA</td>
<td>83</td>
</tr>
<tr>
<td>CLEVELAND CLINIC, OHIO</td>
<td>87</td>
</tr>
<tr>
<td>RONALD REAGAN UCLA MEDICAL CENTER</td>
<td>82</td>
</tr>
<tr>
<td>THE JOHN’S HOPKINS HOSPITAL</td>
<td>82</td>
</tr>
<tr>
<td>BRIGHAM AND WOMEN’S HOSPITAL</td>
<td>81</td>
</tr>
<tr>
<td>MASSACHUSETTS GENERAL HOSPITAL</td>
<td>79</td>
</tr>
<tr>
<td>CEDARS-SINAI MEDICAL CENTER</td>
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</tr>
<tr>
<td>UCSF MEDICAL CENTER</td>
<td>78</td>
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<tr>
<td>DUKES UNIVERSITY MEDICAL CENTER</td>
<td>77</td>
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<tr>
<td>BARNES-JEWISH HOSPITAL</td>
<td>74</td>
</tr>
<tr>
<td>UNIV. OF PENNSYLVIA</td>
<td>74</td>
</tr>
<tr>
<td>NORTHWESTERN MEMORIAL HOSPITAL</td>
<td>74</td>
</tr>
<tr>
<td>NEW YORK-PRESBYTERIAN HOSPITAL</td>
<td>74</td>
</tr>
<tr>
<td>NYU LANGONE MEDICAL CENTER</td>
<td>69</td>
</tr>
<tr>
<td>UPMC PRESBYTERIAN SHADYIDE</td>
<td>69</td>
</tr>
<tr>
<td>MT. SINAI, NEW YORK</td>
<td>67</td>
</tr>
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</table>

**Source:** Medicare.gov, HCAHPS survey, published April 2014 from data collected July 2012-June 2013. Rating represents the percentage of patients who would “definitely recommend” the hospital combined with the percentage of patients who scored their recent hospital stay a top-box “9” or “10” (on a scale of 0 to 10). These two indicators are the best gauge of overall patient satisfaction and show a strong correlation with a higher level of care.
Caring for patients with skill and compassion is central to the Baptist Health mission. We believe in the benefits of patient- and family-centered care and seek patient feedback to ensure that we adhere to our mission.
The Joint Commission, a nonprofit organization, awarded Baptist Health hospitals 18 gold keys for excellence in adhering to the National Quality Measures, more than any other Miami-Dade healthcare system.

Thirteen-month-old Sebastian Rivera didn’t let his broken leg slow him down too much.

**Employee, Physician and Patient Satisfaction**

<table>
<thead>
<tr>
<th>HIGHLY ENGAGED EMPLOYEES</th>
<th>HIGHLY SATISFIED DOCTORS</th>
<th>HIGHLY SATISFIED PATIENTS</th>
</tr>
</thead>
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<tr>
<td><strong>Baptist Health South Florida</strong></td>
<td><strong>National Norm</strong></td>
<td><strong>Baptist Health South Florida</strong></td>
</tr>
<tr>
<td>Actively Engaged Workforce Comparison</td>
<td>60%</td>
<td>88%</td>
</tr>
<tr>
<td>Percentage of Physicians Who Would “Definitely Recommend” Provider</td>
<td>57%</td>
<td></td>
</tr>
<tr>
<td>Patient Experience Rating</td>
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Milestones

- For the fourth year in a row, Baptist Health was the most decorated healthcare provider in the region (Miami-Ft. Lauderdale) by U.S. News & World Report, securing 24 medals.

- Baptist Hospital of Miami was named the best full-service hospital in South Florida in the U.S. News & World Report’s annual Best Hospital Rankings, and also won awards in 12 specialties, including the prestigious silver badge for high-quality performance in the premier category of Cardiology and Heart Surgery.

- Baptist Hospital critical care nurses received a gold-level Beacon Award for Excellence from the American Association of Critical Care Nurses. The award recognizes caregivers whose approach to evidence-based care optimizes patient outcomes.

- The Emergency Centers at South Miami Hospital and Doctors Hospital were completely renovated. South Miami Hospital also added 12 NICU Level II beds, as well as hyperbaric and dialysis facilities. Doctors Hospital renovations included patient rooms and clinical areas.

- West Kendall Baptist Hospital was designated a Primary Stroke Center by the Florida Agency for Healthcare Administration.

- Homestead Hospital became the first hospital in Florida to implement patient safety enhancements in the Emergency Center with Medication Administration Check (MAK).

- In a worldwide first at West Kendall Baptist Hospital, radiologists performed a clinical evaluation of Revolution CT, an advanced computed tomography system that is designed to help physicians diagnose patients with erratic heartbeats.

- Baptist Children’s Hospital and Baptist Health Medical Group established a full-time pediatric orthopedic service with the addition of two pediatric orthopedic surgeons.

- South Miami Hospital received two maternity-related Joint Commission Gold Seals of Approval — one for pre-term labor and one for prematurity.

- South Miami Hospital’s Center for Women & Infants was accredited as a Center of Excellence in Minimally Invasive Gynecology by the American Association of Gynecologic Laparoscopists.

- West Kendall Baptist Hospital launched the Healthy West Kendall Coalition, a comprehensive, communitywide health and wellness initiative.

- Baptist Outpatient Services opened Baptist Health Urgent Care at Sawgrass, its 17th urgent care center, and Baptist Eye Surgery Center in Sunrise.

- Homestead Hospital and South Miami Hospital received “meritorious” recognition for surgical outcomes from the American College of Surgeons’ National Surgical Quality Improvement Program. They were among only 37 hospitals nationwide to receive this honor.

- Our cancer program, based at Baptist Hospital, Baptist Children’s Hospital and South Miami Hospital, received Outstanding Achievement awards from the American College of Surgeons’ Commission on Cancer, the highest accolade a cancer program can achieve.

- The Medical Arts Surgery Center at Baptist Hospital became one of only two South Florida facilities to acquire a LENSAR laser for cataract surgery. This recently FDA-approved technology offers patients greater precision and a quicker recovery.

- For the second consecutive year, Mariners Hospital was ranked among the nation’s top rural hospitals by the Leapfrog Group, a coalition that works to improve healthcare safety, quality and affordability.

- Press Ganey awarded Baptist Health 29 Guardian of Excellence awards in four categories: inpatient, outpatient, emergency department and urgent care. All areas reached the 95th percentile in patient satisfaction. Press Ganey also recognized Baptist Health with three Beacon of Excellence awards for maintaining high levels of patient satisfaction for more than three years.

- South Miami Hospital revamped its long-respected addiction treatment program to meet the needs of today’s patients and families. Nearly four decades old, the program was relaunched as the Addiction Treatment & Recovery Center.

- Mariners Hospital implemented No One Dies Alone, a program providing companions and support to patients nearing the end of life.

- The Healthy Start Coalition of Miami-Dade honored Homestead Hospital and West Kendall Baptist Hospital with an Award of Excellence.
**U.S. News & World Report** recognized Baptist Health with 24 “high-performing” awards in all 12 ranked medical specialties.

- **Baptist Hospital**
  - Awarded Specialties:
    - Cancer
    - Cardiology & Heart Surgery
    - Diabetes & Endocrinology
    - Ear, Nose & Throat
    - Gastroenterology & GI Surgery
    - Geriatrics
    - Gynecology
    - Nephrology
    - Neurology & Neurosurgery
    - Orthopedics
    - Pulmonology
    - Urology

- **Doctors Hospital**
  - Awarded Specialties:
    - Gastroenterology & GI Surgery
    - Geriatrics
    - Neurology & Neurosurgery
    - Pulmonology
    - Urology

- **Homestead Hospital**
  - Awarded Specialties:
    - Urology

- **South Miami Hospital**
  - Awarded Specialties:
    - Gastroenterology & GI Surgery
    - Geriatrics
    - Nephrology
    - Neurology & Neurosurgery
    - Orthopedics
    - Urology

West Kendall Baptist Hospital is too new and Mariners Hospital is too small to participate in the U.S. News survey.

**The Commonwealth Fund** is a private, not-for-profit organization that promotes high-performing healthcare systems that achieve better access, improved quality and greater efficiency with patient care. Baptist Health hospitals achieved the highest level of compliance with quality measures.

99.84% Baptist Hospital
99.71% Mariners Hospital
99.64% Doctors Hospital
99.63% Homestead Hospital
99.37% South Miami Hospital
98.05% National Average

**SOURCE:** The Commonwealth Fund, a not-for-profit organization, WhyNotTheBest.org, Overall Recommended Care, data posted January 2014. West Kendall Baptist Hospital is too new to be rated.
The not-for-profit Leapfrog Group has awarded all eligible Baptist Health hospitals with “straight A’s,” acknowledging us as among the safest healthcare providers in South Florida and the country.

Baptist Health is proud to share accolades from renowned institutions recognizing our organization as one of the nation’s best employers:

- 100 Best Companies to Work For: #19 in the nation and #1 in Florida — Fortune
- Most Diverse of Fortune 100 Best Companies to Work For — Fortune
- World’s Most Ethical Companies — Ethisphere Institute
- Best Employers for Healthy Lifestyles — Platinum Award — National Business Group on Health
- Most Wired Hospitals and Health Systems — Hospital & Health Networks
Miami Cancer Institute at Baptist Health South Florida is a $430 million investment in the most advanced cancer care for our community.

Nadine Rosario was grateful for the support and exceptional cancer treatment she received at Baptist Health Breast Center and South Miami Hospital.

Pictured far left: Casey, a pet therapy dog, visits Nicole Casamayor at Baptist Children's Hospital.

Comprehensive Cancer Care
Baptist Health’s robust network of facilities and specialists addresses all aspects of the cancer experience — from diagnosis and treatment to patient education and support services. While we take seriously our responsibility to provide patients with leading-edge treatments, advanced technologies and expert care, we also believe in providing these services with compassion. Our devotion to personalized care comes across in many ways — from cancer survivor CareCoaches who listen to their patients’ concerns to Casey, a pet therapy dog that brings smiles to our youngest cancer patients at Baptist Children’s Hospital. Putting patients first is what motivates our experts to strive for evidence-based solutions to the most advanced cancer care.

This year, a landmark project for Baptist Health — expanding our cancer program into a world-class destination for cancer care — came closer to fruition. To consolidate our extensive network of services and specialists and add a research arm and tumor-specific programs, the $430 million Miami Cancer Institute will be built adjacent to Baptist Hospital. The Cancer Institute will include South Florida’s first proton therapy center, and next-generation programs and protocols will be developed through collaborations among top cancer experts from around the nation. Construction is underway, and the Institute is scheduled to open in 2016.

As one of the most common cancers in America today, breast cancer requires a targeted approach to care. Baptist Health Breast Center is uniquely suited to the needs of breast cancer patients. The Center’s team of Board-certified specialists provides sophisticated diagnostic testing and a full range of treatments. Patients have access to lifesaving and reconstructive surgery options from highly skilled surgeons specializing in breast cancer.

Miami Cancer Institute will include expansive clinical treatment areas, a dedicated research facility, an inpatient floor designed especially for cancer patients and medical offices for cancer specialists. The Institute will provide patients with access to sophisticated, groundbreaking treatments and cutting-edge clinical trials, transforming cancer care throughout the region.

Milestones

- Miami Cancer Institute will be the first in South Florida — and among only a handful in the nation — to offer proton therapy, an advanced treatment that beams radiation directly to the tumor to destroy cancer cells while avoiding healthy tissue.

- For the first time in Baptist Health’s history, its green pineapple logo went pink in October in recognition of National Breast Cancer Awareness Month. A national award-winning campaign featured a pink pineapple logo to commemorate those whose lives have been touched by breast cancer. Several Baptist Health locations were also lit in pink to create awareness for the disease.

- Baptist Health underscored the importance of getting screened for the early detection of breast cancer by reducing the cost of digital mammograms for uninsured patients: $50 for a screening mammogram and $100 for a diagnostic mammogram. More than 1,000 women and men received mammograms, thanks to this offer.

- As a result of the mammography promotion, there was a significant increase in mammograms performed in 2013 over the same period in 2012.

- Recently Baptist Health launched a low-dose CT lung screening program to help diagnose lung cancers at an early stage, when the cancers are most treatable and outcomes are greatly improved. More effective than conventional chest X-rays, the reduced-rate, low-dose lung CT scans are expected to decrease lung cancer mortality by 20 percent.

- Baptist Health’s systemwide multidisciplinary oncology tumor site initiative includes five committees — brain and spine, breast, colorectal, gynecologic and thoracic. The tumor site committees involve surgeons from the specialty, radiation oncology, medical oncology, imaging/radiology, interventional radiology and pathology, as well as clinical, research and administrative staff. Tumor site committees are sharing best practices while they develop guidelines for diagnosis, treatments, program infrastructure and research initiatives. The breast tumor site committee is also developing patient navigation and survivorship programs.
Baptist Health has integrated heart and vascular services to ensure seamless patient care.

Gorky Charpentier, who has a history of heart disease, is going strong more than four years after he participated in a national research study at Miami Cardiac & Vascular Institute.
Building upon more than 50 years of experience and a long-standing reputation for quality care, Baptist Health has integrated heart and vascular services to ensure seamless patient care across the entire organization. Under the name Miami Cardiac & Vascular Institute, the systemwide integration leverages the power of Baptist Health’s combined resources of internationally renowned physicians, pioneering research, compassionate caregivers and leading-edge treatments and technology. The integration combines the heart and vascular services offered by the former Baptist Cardiac & Vascular Institute (located at Baptist Hospital) and South Miami Heart Center (located at South Miami Hospital), as well as the cardiovascular services at other Baptist Health hospitals and outpatient centers.

A $100 million expansion project underway on the Baptist Hospital campus will transform Miami Cardiac & Vascular Institute and reinforce our commitment to provide leading-edge heart and vascular care. The expansion will greatly enhance the Institute’s programs by adding a National Center for Aneurysm Therapy, a Center for Advanced Endovascular Therapies and a Center for Structural Heart Therapy. Most of the existing facility also will be renovated and four advanced endovascular procedure suites will be added.

According to the Institute’s founder and chief medical executive, Barry T. Katzen, M.D., “The expansion will be a great gift for our community and beyond. We will be able to conduct more research, make discoveries that could transform how cardiovascular care is delivered and offer advanced services.”

A global destination like Miami deserves unparalleled cardiovascular medicine and breakthrough research, and the newly integrated Miami Cardiac & Vascular Institute is well-poised to bring world-class care to our community.

**Milestones**

- Miami Cardiac & Vascular Institute is one of three medical centers in the nation with the Magellan Robotic System, the most innovative technology available for aneurysm repairs and clearing artery blockages.

- Barry T. Katzen, M.D., the Institute’s founder and chief medical executive, received the 2013 Society of Interventional Radiology’s Leaders in Innovation Award, given to individuals who conceive and implement new techniques, devices and approaches that significantly improve the quality of patient care.

- Another first in Florida: The Institute installed a 256-slice CT that provides clear 3-D images of an entire organ, including the heart and brain, while reducing radiation doses by up to 80 percent.

- Pro golfer Erik Compton donated half of his PGA Tour Courage Award proceeds to the Institute’s heart failure program in honor of the life-changing medical care he received at South Miami Hospital.
The reputation of Baptist Health Neuroscience Center was built on the expertise and dedication of multidisciplinary specialists and a highly skilled care team.

Miguel Jaitt (left) had struggled for years to find an effective treatment for the seizures that plagued his son, Max Jaitt. Through Baptist Health’s Epilepsy Program, he found an option that has kept Max seizure-free for a year.
Baptist Health Neuroscience Center at Baptist Hospital offers a full spectrum of treatment options for complex conditions affecting the brain, spinal cord and peripheral nervous system. Established in 2001, the Neuroscience Center embraces a multidisciplinary, patient-centered approach to care. The Center is led by Sergio Gonzalez-Arias, M.D., chief of neurosurgery at Florida International University’s Herbert Wertheim College of Medicine.

Although exceptional neuroscience care relies on superior facilities and equipment, buildings and technology benefit patients only if clinicians are effective. The reputation of the Neuroscience Center was built on the expertise and dedication of our multidisciplinary specialists, skilled nurses and unrivaled support staff. They share Baptist Health’s commitment to evidence-based quality improvements and best practices.

This commitment is largely responsible for the Neuroscience Center’s inclusion in a countywide Stroke Network to deliver rapid, appropriate treatment to stroke patients. In partnership with the Fire Officers Association of Miami-Dade, Baptist Hospital is among five comprehensive stroke centers capable of handling the most complex cases. The Neuroscience Center also includes Baptist Center for Spine Care, which offers comprehensive, individualized care for back and neck pain.

**Milestones**

- The groundbreaking of a $100 million expansion project at Baptist Hospital will include the addition of six new, state-of-the-art operating suites, increasing Neuroscience Center capacity, and the first intraoperative MRI for brain surgery south of Orlando. Providing real-time images of the brain during surgery, the MRI will significantly improve surgical management of brain tumors.

- The Epilepsy Program received Level 3 designation by the National Association of Epilepsy Centers for having the capability to provide advanced care for patients with complex epilepsy.

- Baptist Hospital, which treats more stroke patients than any other South Florida hospital, was the only Florida hospital to be recognized by The Joint Commission as a Top Performer on Key Quality Measures in stroke care.
The Center for Orthopedics & Sports Medicine has an international reputation for superior medical care, the latest technology and results-driven physical rehabilitation.
Whether they are Olympic medalists and professional athletes or individuals affected by arthritis and other troubling conditions of the bones, patients choose the Center for Orthopedics & Sports Medicine because of its international reputation for superior medical care, the latest technology and results-driven physical rehabilitation. Our reputation also persuades local sports organizations to partner with us — including the Miami HEAT, the Florida Panthers and Florida International University. This year, the Center’s Doctors Hospital location became the official healthcare provider of the Miami Dolphins, with John Uribe, M.D., as the team physician and Baptist Outpatient Services as the Dolphins’ imaging services provider.

The core mission of our Board-certified, fellowship-trained physicians is to do everything possible to ensure a patient’s future mobility, function and freedom from pain. Our doctors treat every patient with care and concern — whether the condition is sports-related, the result of an accident or just normal wear and tear. Together, they represent some of South Florida’s most experienced physicians. Other specialists travel here to learn innovative techniques from our sports medicine experts who oversee two fellowship programs.

From its original home at Doctors Hospital, the Center has recently expanded, adding physicians and extending its reach throughout Miami-Dade. The Center now has locations at Baptist Hospital and West Kendall Baptist Hospital.

Milestones
- The Center’s physicians treated more than 18,000 patients and performed more than 4,000 surgeries.
- Thomas San Giovanni, M.D., foot and ankle specialist and orthopedic surgeon, designed a joint implant that is expected to return the big toe to full function in patients with severe arthritis.
- Custom-made implants were introduced for knee-replacement patients. The predesigned implants mirror the patient’s anatomy, meaning less trauma, less pain and a quicker recovery for most patients.
- The Center was the official medical provider for the 2013 and 2014 Miami Marathon and Half Marathon.
- Despite intense competition from other medical providers, Miami-Dade County Public Schools renewed its long-standing partnership with the Center as its official sports medicine provider. The Center’s medical team provides physicals/pre-participation screenings for all high school athletes, including free EKG screenings at Baptist Medical Plaza diagnostic centers, and on-field care for all varsity football games.
- The Center’s program expanded to include orthopedic trauma treatment, providing expert care for injuries sustained in car crashes, falls and other accidents. Our specially trained surgeons perform complex surgical procedures and use state-of-the-art techniques to preserve nerves and blood vessels and minimize tissue loss.
Highly skilled surgeons at the Center for Robotic Surgery offer patients innovative treatment options and better outcomes.
Launched at South Miami Hospital in 2006, the Baptist Health Center for Robotic Surgery has expanded to include Baptist Hospital, Doctors Hospital and West Kendall Baptist Hospital. The Center has become one of the busiest and most respected robotic surgery centers in the country. Our specially trained, Board-certified surgeons have used the robot to perform more than 14,000 surgical procedures to date.

The advanced technology of the surgical robotic system makes complex operations more precise and less traumatic by enhancing the surgeons’ vision and extending their reach into the patient’s body with robotic assistance. Robotic surgery requires only dime-size incisions, resulting in less pain, shorter hospital stays and faster recovery for patients.

This revolutionary approach to surgery reflects Baptist Health’s commitment to outstanding medical care. By staying current with technology, we offer patients safer treatment options and better outcomes. Technology, however, is just part of our commitment. The robot requires a talented surgeon to guide its movements, and all of our surgeons are highly skilled in robotics. Many have developed groundbreaking techniques and are sought-after lecturers and instructors. For example, more than 300 surgeons from around the world have taken robotic thoracic surgery training from Baptist Health’s surgeons.

**Milestones**

- Our surgeons have performed more than 3,200 robotic-assisted surgeries in the last year.

- Ricardo Estape, M.D., performed South Florida’s first single-incision scarless robotic hysterectomy at South Miami Hospital. Dr. Estape was one of the first five surgeons in the nation selected by the equipment’s manufacturer to perform the procedure.

- Construction continued on a robotic surgery training facility at South Miami Hospital. Expected to open next year, it will include a large area for airing live telecasts from the operating room, as well as a cadaveric training lab.

- More than 150 surgeons, physicians, professors and other medical professionals from 19 states and nine countries convened at the third Miami Robotics Symposium, part of Baptist Health’s nationally accredited Continuing Medical Education program. Experts came from around the world to present advances in complex, minimally invasive, robot-assisted surgery. Topics included general gynecology, gynecologic oncology, urologic, colorectal and thoracic robotic surgery — from the latest techniques and research findings to case studies and live surgery broadcasts.

- An advanced robotic surgery system now in use at West Kendall Baptist Hospital combines the benefits of minimally invasive surgery — meaning fewer, smaller incisions — with incredible accuracy. Surgeons are using the robotic surgical system for patients diagnosed with a wide range of conditions.
The newly established Prevention and Wellness team presented more than 50 scientific research abstracts to the medical community.

“We support events like the Miami Marathon and Half Marathon because they encourage people to be active, to eat well and to embrace a healthy lifestyle.”

Thinh Tran, M.D.
Chief Medical and Quality Officer
Baptist Health believes one of the best ways to create a healthy community is by taking a proactive stance toward prevention and wellness. Rather than focus solely on the treatment of illness, we have had a long-standing commitment to promoting health and well-being. Our efforts to help people improve their health, avoid or manage chronic disease and stay out of the hospital strengthened when we created a Prevention and Wellness team. Led by experts from Baptist Health Medical Group, including Arthur Agatston, M.D., renowned preventive cardiologist and author of the South Beach Diet books, the group consists of cardiologists, researchers, nutritionists and exercise physiologists. The multidisciplinary team has a common goal: research chronic conditions in an effort to fine-tune prevention and medical care.

The Prevention and Wellness initiative has a broad range of activities, including a variety of free bilingual community health events, health screenings, support groups and dozens of educational programs. We’re helping people kick the smoking habit, shed unwanted pounds, exercise more and learn to cook and eat healthier foods.

Whether we’re focused on developing the healthiest workforce in America or improving the overall health of our community, it is essential to shift the medical mindset from illness to wellness, not only to cut costs and to meet healthcare reform requirements, but also because it is the right thing to do. With national aspirations and highly regarded expertise, Baptist Health’s Prevention and Wellness initiative has set its sights on broadening its impact with new and innovative programs and robust research studies.

Milestones

■ Prevention and Wellness experts presented more than 50 scientific research abstracts.

■ Baptist Health launched Health, Life and Community, an interactive blog focusing on prevention and wellness.

■ The National Business Group on Health ranked Baptist Health among the “Best Employers for Healthy Lifestyles.”

■ Our Employee Health and Wellness Advantage teams conducted health fair screenings for 10,815 employees and held numerous fitness and health programs for employees and their families.

■ To encourage wellness, Baptist Health physicians and professionals offer more than 3,300 free educational programs and exercise classes every year. Collectively, the events reached more than 95,000 people, a 32 percent increase from the previous year.

■ Each Baptist Health hospital performed a community needs assessment to better understand and serve our diverse patient population. The results from these studies will aid Baptist Health in creating community partnerships and developing programs that promote good health.
The Miami Heart Study is a key medical research trial led by Khurram Nasir, M.D., that could result in earlier prevention of heart disease. The study, which will take place over many years using 4,000 participants (2,000 from the community and 2,000 Baptist Health employees), aims to understand how cardiovascular disease begins and progresses. The study seeks to identify new and novel connections among factors such as genetics and lifestyle behaviors, discover new risk factors and validate information about the risk factors we already know.
Innovation and technology are essential to providing high-quality patient care through Baptist Health’s Telehealth Center.
Baptist Health recognizes that innovation and technology are essential to providing high-quality patient care. By harnessing these powerful forces, we have created the Baptist Health Telehealth Center. Located in our Corporate headquarters in Coral Gables, the Telehealth Center houses our eICU LifeGuard System and Transfer Center, and serves as a base for our expanding telemedicine programs. The Telehealth Center is a model for the next generation of electronic monitoring and the evolving field of medical video consultation.

Telemedicine first appeared in our intensive care units (ICUs). Baptist Health was one of the first healthcare organizations in Florida to implement 24/7 electronic monitoring of ICU patients. In addition to being cared for by highly skilled nurses and physicians, our ICU patients are connected to bedside monitoring equipment, including a video camera. These technologies are linked to the eICU LifeGuard command center. Led by Medical Director Louis Gidel, M.D., eICU LifeGuard is equipped with computer software that can detect very subtle changes in a patient’s condition, alerting medical staff to intervene. Studies show that electronic monitoring reduces cardiac arrests, medical complications and length of ICU stay, and improves patient satisfaction. Acting as an extra set of skilled eyes and ears, the eICU team provides an additional safety net for critically ill patients.

Baptist Health also has begun using HIPAA-approved video software for consultations between healthcare professionals and patients. A pharmacist based at the Telehealth Center, for example, can provide virtual consultations to patients discharged from the hospital. While a Baptist Health Home Care nurse facilitates videoconferences for homebound patients, a pharmacist answers the patients’ questions about medications and offers guidance to ensure their proper use. The telestroke pilot program at West Kendall Baptist Hospital links Emergency Center physicians and the patient via video to a neurologist with Baptist Health Neuroscience Center. The Transfer Center oversees the consultation, should the patient require more comprehensive care at Baptist Hospital. Other telemedicine programs are being developed to offer urgent care and consultations with specialists, such as orthopedic surgeons and dermatologists.

Telehealth advances our mission to provide patient- and family-centered care by improving patient safety and increasing access to convenient, comprehensive care for the expanding communities we serve.
“The focus of Baptist Health Medical Group and Baptist Health Quality Network is to ensure outstanding patient care while allowing the further development of integrated delivery systems — with doctors and hospitals working closely together.”

— Jack Ziffer, Ph.D., M.D., Executive Vice President and Chief Physician Executive
When Baptist Health Medical Group was founded in 2011, its vision was two-fold: give patients access to a network of outstanding Baptist Health physicians and help physicians leverage partnerships to improve patient outcomes. Baptist Health’s integrated approach to patient-centered care was warmly received by patients and their families, as well as the medical community — so much so that it has grown to include more than 150 physicians in various specialties. The Group’s specialty practices include many physicians affiliated with Baptist Health Centers of Excellence.

Under the leadership of Bernie Fernandez, M.D., Baptist Health Medical Group attracts the region’s most respected and experienced specialists. Recognized as the finest in their fields, these physicians studied at top medical schools and regularly publish in medical journals and lecture at national and international conferences. Baptist Health Medical Group doctors are department chairs at Florida International University’s Herbert Wertheim College of Medicine, the University of Miami’s Miller School of Medicine and other medical schools.

Two recent initiatives — a multidisciplinary Breast Tumor Site team and the Breast Leadership Group — resulted from a partnership between Baptist Health Medical Group and Baptist Health Breast Center. These innovative programs will advance clinical care for cancer patients. Other enhancements made possible by the Medical Group include Home Care Telehealth, expansion of the eICU electronic monitoring program and recruitment of the network’s first palliative care physician.

Now in its second year, the physician-led Baptist Health Quality Network strives to improve patient outcomes and help control healthcare costs. Led by Jonathan Fialkow, M.D., the network now has more than 850 enrolled physicians. Network physicians include some of the region’s most admired specialists. Baptist Health Quality Network seeks to partner employed and independent doctors with Baptist Health hospitals. Working as a team, they will develop clinical protocols, determine quality measures and evaluate performance. Based on their findings, members will design initiatives with healthcare insurance plans that enhance quality while trimming costs. Ultimately, the collaboration strives to create an agile, comprehensive healthcare delivery system and a proactive response to healthcare reform.
While these patients received innovative treatments for their health problems, they credit their doctors with these happy endings and for touching their lives.

**Lives Touched**

**In Step With Life**

Ernesto Ramon, 76, isn’t about to let arthritis slow him down. He’s traveling the world, golfing and walking on the beach, thanks to an operation at Baptist Hospital. His custom knee replacement, performed by an orthopedic surgeon with the Center for Orthopedics & Sports Medicine, perfectly mirrors his anatomy, which made his recovery extraordinarily quick.

**Thriving Beyond Breast Cancer**

One of the things you notice about Jodi Mazer is her beautiful smile. Thanks to her medical “dream team,” the mother, wife, attorney and breast cancer survivor has reason to smile. “My story is far from over, thanks to Baptist Health Breast Center.”

**The Gift of Motherhood**

When Anaelys Espinoza-Ruiz considers her 6-year-old son, she marvels at the miracle of her motherhood. At 29, a cervical cancer diagnosis threatened her dreams of having a family. Fortunately, her cancer was removed with a fertility-preserving robotic procedure at the Baptist Health Center for Robotic Surgery. Less than two years after her surgery, Ms. Espinoza-Ruiz delivered a healthy boy, named Justin, at South Miami Hospital and went on to have her daughter, Melanie, 2.
Lifesaving Stroke Care — and a Dose of Compassion
Hank Klein’s life-threatening stroke was initially disguised as a car accident. But quick-thinking emergency room doctors got Mr. Klein to specialists at Baptist Health Neuroscience Center, where his blocked carotid artery was opened in an advanced minimally invasive procedure. Mr. Klein, a South Florida business and civic leader, and his wife, Lisa Sloat, were so grateful for the care he received that they joined Baptist Health Foundation’s Founders Society of donors.

Grateful for a “Team Approach”
When 86-year-old Elise Clark began having breathing problems that hindered her active lifestyle, the church volunteer from Boca Raton found out she had a leaking aortic valve in her heart. Her cardiologist sent her to Miami Cardiac & Vascular Institute, where a team of doctors worked together to replace her valve without open-heart surgery.

High Marks for Minimally Invasive Surgery
Florida Keys middle-school teacher Richard Mangel spent a lot of time at Mariners Hospital after he fell seriously ill with diverticulitis. In the end, a Baptist Health Medical Group surgeon removed part of his diseased colon in an advanced minimally invasive procedure, which is less traumatic for the patient but requires great technical skill. Now, Mr. Mangel is back in the classroom, feeling healthy and doing what he loves.

To listen to these patients tell their own stories, visit BaptistHealth.net/LivesTouched.
Baptist Health’s mission is to improve the health and well-being of the communities we serve.

Baptist Children’s Hospital’s Day of Smiles provided free corrective surgeries to young people.

Over 2,900 runners and walkers showed up for the inaugural ZooRun 5K at Zoo Miami to benefit West Kendall Baptist Hospital, Zoo Miami and the Zoological Society of Florida.
Throughout our history, Baptist Health has endeavored to provide outstanding healthcare in Miami-Dade, Broward and Monroe counties. In the process of more than five decades of growth and expansion, we have focused on improving the quality of life throughout South Florida. Our outreach includes free medical care and health screenings, volunteerism, public education and fundraising. It’s all part of our vision to improve the health and well-being of the communities we serve.

**Milestones**

- Baptist Health’s Community Health team brought health and wellness programs to more than 95,000 people.

- Community Health sponsored 581 events, including free health fairs and health screenings and nearly 3,300 exercise classes.

- To promote our medical plazas at a grassroots level, Baptist Health created partnerships with the YMCA, JCC, Girl Scout and Boy Scout troops, schools and homeowner associations.

- More than 400 Baptist Health employees and their families tackled nine projects during our annual Community Service Day. They helped build Habitat for Humanity homes, beautified a school and a church and planted gardens.

- More than 80 free cancer education programs and events were presented in English and in Spanish.

- Baptist Health’s team of 800 walkers raised $137,069 for the Leukemia & Lymphoma Society’s Light the Night Walk. The event helps fund lifesaving research and support for cancer patients. Baptist Health was a sponsoring organization for the event.

- A record-breaking 801 employees raised $72,066 for the Susan G. Komen Race for the Cure to support breast cancer research and patient services.

- Nearly $407,000 was donated to the American Cancer Society after Relay for Life events took place at Baptist, Homestead and West Kendall Baptist Hospitals.

- Baptist Health’s redesigned websites — BaptistHealth.net and our Spanish site, BaptistSalud.net — attracted more than 2.8 million visitors and were named Best Overall Internet Sites by the national eHealthcare Leadership Awards.

- More than 100 Baptist Health employees, family members and friends joined forces to clean an island park and enhance Shake-a-Leg, a program that teaches people with physical, developmental and economic challenges to sail, swim and enjoy watersports.

- Employees donated $15,710 to help victims of Typhoon Haiyan in the Philippines.

- By donating gifts through Operation Christmas Child, Baptist Health employees made 2,584 children happier during the 2013 holiday season.
For more than 60 years, Baptist Health has focused on improving the quality of life in South Florida.

Zeke Perez, Homestead Hospital’s director of food services, hands out samples of his award-winning turkey chili and cornbread at the 20th annual Chili Cook-off & Outhouse Race, hosted by the Greater Homestead/Florida City Chamber of Commerce. The healthy and nutritious recipe won first place for “Tastiest Chili” in the professional category.

The NASCAR Foundation’s Championship Taste event was a savory way to generate support for Speediatrics, Homestead Hospital’s Betty Jane France Children’s Emergency Center. The culinary affair took place at the Homestead-Miami Speedway’s Chalet Village and featured tastings from a dozen of the area’s finest restaurants. The long-standing community partnership between the NASCAR Foundation and Homestead Hospital has helped local children by providing them with the latest advancements in pediatric emergency services. From left: racing legend Rusty Wallace; Kristina Ducanes, chair of the Pineapple Ladies of Homestead Hospital Foundation Committee; Lorene King, executive director of the NASCAR Foundation; and Bill Duquette, CEO of Homestead Hospital.

Employees teach the community to eat more fruits and vegetables every day with the Five a Day the Baptist Health Way program.
“I am so proud of Baptist Health employees. There are hundreds of charities they help support, either on their own or by joining with Baptist Health. They embrace a culture of community service and I am touched by their generosity.”

— Brian E. Keeley, President and CEO
Donors invest in the well-being of their community by helping to make the best possible care available to even more people.

Philanthropist Club

The Foundation established the Philanthropist Club, the first annual fund and comprehensive employee giving program. Employee participation reached 28 percent as of September 30, 2013. In addition, the Baptist Health Operating Boards had 100 percent participation in the FY 2013 Annual Fund.

Ariana Rodriguez donated to the Philanthropist Club and became eligible for a grand prize drawing. She won a two-year lease on a new Jeep but chose a $5,000 cash prize instead so that she could further her education.

Pictured from left: Joseph Buchanan, Baptist Health Foundation Board member and chair of the Philanthropist Club; Scott Ritter, general manager, Planet Dodge Chrysler Jeep & Planet Fiat; Ariana Rodriguez; and Rudy Kranys, Baptist Health Foundation Board chair emeritus.

Inspired Giving

Bill Banchs and Brian E. Keeley with Grammy Award-winning artist and songwriter Jon Secada (center) at the Celebration of Generosity.

From left: Tower Club member Brian E. Keeley, president and CEO, Baptist Health; President’s Circle members Sherry Kranys and Karel Foti; and Founders Society member Bill Banchs, CEO, Baptist Health Foundation, at the Celebration of Generosity.

From left: Jorge Posada, Carlos Lowell and Mike Lowell at the Hall of Dreams Golf Tournament.
By some measures, 2013 was the best year ever for Baptist Health South Florida Foundation. In total, the Foundation raised $15.4 million in support of Baptist Health’s healthcare services to the community. This represented a 38 percent increase from the previous year. Although two past years have had comparable results, those were primarily due to a single $10 million gift in each of those years.

This success was accomplished by focusing on major gifts, campaigns and planned giving. In 2013, the Foundation received nine major gifts of $500,000 or more, demonstrating a much broader and more desirable base of support from constituents with significant capacity. Miami Cardiac & Vascular Institute’s $20 million campaign yielded $5 million. The Foundation’s diligence, hard work and a strong planned giving program resulted in $3.2 million in bequests.

The remaining funds raised were largely from the continued growth of the Foundation’s Founders Society and events. We attracted 86 new Founders in FY 2013, compared to 78 in FY 2012. Events raised net revenues of $1.29 million, or about $1.5 million less than in FY 2012, primarily due to the extraordinary opportunity that the Miami Cardiac & Vascular Institute campaign had in 2012 with the benefit concert offered by Celine Dion.

The Foundation launched a new Annual Fund campaign in FY 2013 that was aimed at all employees of Baptist Health, as well as all members of its Operating Boards. The importance of this effort cannot be overstated. The primary objective is to elevate the spirit of philanthropy within Baptist Health and in the community at large. We are delighted that almost 30 percent of the 15,000-plus Baptist Health employees and 100 percent of its Operating Boards participated in the campaign. That was a major step toward changing the perception of Baptist Health from the most profitable to the most worthy. These in-house constituencies supported the campaign because of their pride in Baptist Health and their desire to support a well-deserving organization that does so much to serve this community. In the future, the goal is for a significant majority of Baptist Health employees and 100 percent of the Operating Boards to support Baptist Health on an ongoing basis.

We want to thank the leadership of Baptist Health, our colleagues on the Board of Trustees of the Foundation and its management and staff for their support. We look forward to implementing strategies that will allow us to achieve our aspirations and enhance the growth of the Foundation.
In late 2013, Baptist Health Foundation celebrated the life and mourned the passing of Victor E. Clarke, one of the most significant and generous supporters in the history of Baptist Health. A homegrown graduate of Coral Gables High School, Mr. Clarke grew his father’s company, Gables Engineering, Inc., into an avionics industry leader.

Donating land and money, Mr. Clarke funded advancements and expansions at Miami Cardiac & Vascular Institute beginning in 1995 and was recognized for his philanthropy at South Miami Hospital with the Victor E. Clarke Education Center. Thanks to his extraordinary $10 million gift, the Victor E. Clarke Pavilion at Baptist Hospital, one of the largest emergency centers in the nation, opened its doors in 2008.

Mr. Clarke, who also served on the Baptist Health Foundation Board, will be remembered as an extraordinary gentleman, friend and philanthropist, and his legacy of kindness and generosity will help and inspire generations to come.
Foundation Accomplishments

- The Foundation increased total funds raised by more than $4 million over the prior fiscal year to more than $15.4 million, representing a 38 percent increase. This solidifies 2013 as one of the Foundation’s best fundraising years to date.

- The Foundation increased its efficiency by reducing the cost to raise a dollar from 34 cents in 2012 to 30.8 cents in 2013.

- Despite a challenging economic climate, the Foundation generated seven $1 million gifts in 2013. It also inspired more $500,000-plus gifts in 2013 than in the five prior years combined.

- The Foundation received $3.2 million in realized estate gifts.

- A banner year for special events raised $2,265,210 gross revenue ($1,261,391 net) from eight events, surpassing the Foundation’s goal by 19 percent.

- The Founders Society, made up of benefactors whose support has reached or surpassed $50,000, added 86 members in 2013. This represents the second-largest class of new Founders in our history, expanding our membership to 794.

- The Foundation raised more than $5 million in 2013 in support of Miami Cardiac & Vascular Institute’s Vision for Expansion campaign. This brings the Foundation’s total funds raised to more than $13 million toward our $20 million fundraising goal.

- The Foundation established the Philanthropist Club, the first annual fundraising and comprehensive employee giving program. Employee participation reached 28 percent by the fall of 2013. In addition, the Baptist Health Operating Boards had 100 percent participation in the FY 2013 Annual Fund.

- In its fifth year, the Young Philanthropists of Baptist Health added 35 members. Seven members upgraded to Benefactors, and six members became Founders Society members.

- A Transformational Gift Committee was established to engage leaders in various professional categories to help identify, cultivate and, ultimately, solicit gifts of $25 million or more for funding opportunities at Baptist Health.

- Miami Cardiac & Vascular Institute received a $1 million gift from John Abele through his family foundation, the Argosy Foundation, to establish the Miami Cardiac & Vascular Institute Innovation Fund.

- Baptist Children’s Hospital benefited from a $1 million grant from Sherry Kranys to establish the Sherry Kranys Children’s Innovation Fund. Ms. Kranys observed firsthand the excellent care her granddaughter received in the Neonatal Intensive Care Unit.

- Homestead Hospital received a $500,000 gift from the estate of Maxie Simons to support the purchase of equipment at the hospital.

- Grateful patient Madeline “Tiger” Bailey made a $600,000 estate gift to Homestead Hospital in honor of the care she received at the hospital during her lifetime.

- Miami Cardiac & Vascular Institute received a $1 million gift from the Karel and George Foti family to fund new technology that will support the Institute’s $100 million expansion. The gift was made in appreciation of the care Ms. Foti’s mother received from founder and chief medical executive Barry T. Katzen, M.D. and the Institute’s staff.

- The Foundation received a gift of $1 million from Sheridan Healthcare in support of the Miami Cardiac & Vascular Institute expansion campaign and Baptist Health Foundation fundraising events. This is the second largest corporate gift in the Foundation’s history.
More than 100 Baptist Health physicians and administrators hold key positions at Florida International University’s Herbert Wertheim College of Medicine.

Shaping the Future of Medicine
An aging population and changes in the healthcare industry are just two of many factors contributing to physician shortages, especially in primary care medicine. Baptist Health is committed to developing a solution to address demands for accessible medical care. As the largest not-for-profit hospital system in South Florida, we can offer a variety of educational opportunities to physicians in training.

A vital first step toward a solution is our academic affiliation with Florida International University's Herbert Wertheim College of Medicine. In 2013, the ACGME-accredited Family Residency at West Kendall Baptist Hospital welcomed its first resident physicians, and in the summer of 2014 saw the second class begin their residencies. The Baptist Health Medical Group Family Medicine Center at West Kendall Baptist Hospital, directed by Agueda Hernandez, M.D., serves as the primary training ground for the residency program. The residents also have access to Baptist Health’s respected medical experts and advanced technology and techniques.

Baptist Health’s collaboration with FIU continues to strengthen as more physicians and staff become affiliated with the College of Medicine. More than 100 Baptist Health physicians and administrators have accepted key positions at FIU’s medical school. In addition, many Baptist Health Medical Group physicians teach at the medical school. Their students benefit from studying with physicians who have trained at the nation’s best medical schools, published in medical journals and presented at scientific conferences.

Residents receive training in quality assessment and improvement, research and public policy, while developing leadership and team-building skills through collaboration on interprofessional teams and community engagement.
Baptist Health invests significantly in nursing, which leads to exceptional care, continuous quality improvement and better outcomes for patients.

At Baptist Health — and across the nation — nurses represent the largest segment of the healthcare workforce. As healthcare continues to undergo major change, nurses’ contributions are more critical than ever. We invest significantly in our nursing professionals, which leads to exceptional nursing care and positively impacts patient safety, continuous quality improvement and better outcomes for our patients.

Because we have a nursing model of patient- and family-centered care, our patients and their families and friends are partners in healthcare. We have appointed community members, including former patients and family members, to the Quality and Patient Safety Steering Council. Not only do we provide the best possible medical care, but we also pay attention to the comfort and needs of patients and their loved ones.

In addition, Baptist Health’s nursing excellence is recognized by the American Nurses Credentialing Center’s (ANCC) Magnet Recognition Program. Our two largest hospitals — Baptist Hospital and South Miami Hospital — have each earned the Magnet designation multiple times, an accomplishment achieved by fewer than 1 percent of hospitals in the U.S. West Kendall Baptist Hospital has submitted its application for Magnet designation, and Doctors and Homestead Hospitals are on their journey toward Magnet recognition. Mariners Hospital received the ANCC’s Pathway to Excellence designation, a first in Florida.

Whether they’re providing care at the bedside, conducting research, serving in the community or teaching evidence-based practices to the next generation of nurses, Baptist Health’s nursing professionals are advancing clinical care with expertise and compassion.
With a comprehensive approach to wellness and prevention, primary care creates a foundation for good health. As part of Baptist Health Primary Care, our specialists include family medicine physicians and internists. In the summer of 2014, Baptist Health Primary Care opened three new locations, with more on the way in the next few months. Altogether, Baptist Health Primary Care operates with 18 physicians at five locations in Miami-Dade County.

Aimed at providing patients with quality and convenience, services include everything from annual checkups to chronic disease management to routine lab tests, as well as nutritional assessments and education, counseling and care coordination. Plus, offices have extended hours and same-day and next-day appointments. Baptist Health Primary Care offers a comprehensive approach to patient care by a team that includes physicians, nurse practitioners, dietitians and counselors.

Baptist Health Primary Care also aligns with the goals of the Affordable Care Act, which includes an emphasis on preventive care and requires federal marketplace insurance plans to provide annual physicals, immunizations and various health screenings free of charge.

Working in partnership with patients and other Baptist Health Medical Group specialists, primary care physicians are essential members of the healthcare team.

“Baptist Health Primary Care offers a patient-centered atmosphere that’s focused on quality, convenience and a comprehensive approach to health and wellness.”

— Tomas Villanueva, D.O., Medical Director of Primary Care and Hospital Medicine
Global Outlook

With a multicultural population, international airport and close proximity to Latin America and the Caribbean, Miami has evolved into a dynamic community with a global outlook. As a healthcare leader, Baptist Health recognized the need to respond to Miami’s unique status as a gateway to international visitors and residents. Baptist Health International was created to meet the medical and travel needs of the international patient population. Each year, they assist thousands of patients who travel to South Florida to access Baptist Health’s expert medical care through the convenience of the International program. A multilingual staff provides essential services, including coordination of all medical appointments, ground and air transportation and help finding accommodations.

Baptist Health International continues to develop relationships with patients and medical care providers abroad by increasing business development through consulting services, hosting major events and conducting educational outreach across the Caribbean and Latin America. These efforts facilitate patient care for international physicians who need to refer a patient for a second opinion or immediate care. Baptist Health also provides the international medical community with access to videoconferencing, continuing medical education courses, medical conferences and tours of our hospitals and facilities.

Milestones

- Baptist Health International launched the Second Medical Opinion program.

- Baptist Health International increased its presence in more than 20 countries by adding five more in-country representatives, from Costa Rica to the Middle East, and created a technical infrastructure to allow the transmission of medical lectures and videoconferencing to universities and hospitals abroad.

- All patient service operations were moved to a customer relationship management platform. This created significant cost savings and a more streamlined customer service process for international patients.
In the face of challenging times in healthcare, Baptist Health continues to develop creative approaches to improving care, increasing efficiency and productivity and reducing costs while operating with integrity. In our community, we are implementing innovative business models and exploring new partnerships to advance patient care. For instance, under Hospitality & Business Relations, the crews of major cruise lines are cared for through Maritime Medical Services, which saw approximately 3,000 patients last year. Additionally, we raised the bar on our exceptional customer service experience with the launch of the Pineapple Premier program, a hospitality program offering personalized services.

Our Strategic Planning and Market Development team has led major expansion and renovation initiatives, including the acquisition of multiple properties for future business development such as primary care. A strong bottom line allows Baptist Health to continue making significant improvements to our facilities, with more than $1.1 billion in capital projects underway. In 2013, Construction Services saw the completion of more than 250 projects, including the successful LEED certification of West Kendall Baptist Hospital and the LEED Gold Certification of two projects at South Miami Hospital. With 1.6 million square feet of space under its management — from clinical facilities to residential sites to administrative offices — Baptist Health Enterprises earned a best-in-class tenant satisfaction at the 98th percentile.

The sustained future of Baptist Health is supported by a complete redesign of our organization’s business processes. Transformation is taking place across the organization, including Information Technology, Supply Chain, Finance and Human Resources, with the multiyear implementation of state-of-the-art platforms that will enable evidence-based decision making and keep Baptist Health at the forefront of technology solutions.

Growth and Adaptation

Baptist Health is improving efficiency, reducing costs and implementing innovative business models to adapt to the new healthcare landscape.

While technology is essential for progress, our people remain Baptist Health’s most important asset. Their dedication shows in very high levels of engagement, as measured by our employee engagement partner, Avatar, which ranked Baptist Health among the nation’s “best in class” healthcare organizations. A highly engaged workforce is directly linked to better performance and excellent patient satisfaction. In addition, Baptist Health was recognized as an Outstanding Employer by the Florida Department of Education for providing opportunities for individuals with disabilities, and also was named Exceptional Employer of the Year by the Agency for Persons with Disabilities.
Improving the health and well-being of the communities we serve is the core of the Baptist Health mission. As a faith-based organization, our mission of providing excellent, compassionate medical care also reaches disadvantaged members of our community. In 2013, Baptist Health contributed $292 million in community benefit, including charity care and support to community clinics for low-income and uninsured people.

More than 24,000 charity care patients seen in 2013

$3 million in support for community clinics
Baptist Health’s influence is felt throughout South Florida, not only as a respected, not-for-profit healthcare provider, but as one of the region’s largest private-sector employers. Our organization supports more than 34,000 jobs and employs more than 15,000 people, some of whom may be your family members, friends or neighbors. In the process of caring for the health of our community, we’re also enhancing the health of the local economy.

Employees

15,000+

Medical staff

2,211

Net operating revenue

$2.17 billion

Expenses incurred caring for patients

$2 billion

Income from operations

$169.09 million

Investments and other income and taxes

$192.01 million

Surplus for future community healthcare needs

$361.10 million

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With 680 beds, Baptist Hospital is Baptist Health’s largest facility. Since its founding in 1966, Baptist has grown into one of the region’s most respected and preferred medical centers, offering the full range of medical and technological services. The first hospital in Florida to achieve Magnet certification for excellence in nursing care, Baptist is now undergoing a major expansion and renovation for surgical and cardiovascular care. Its campus also will house the $430 million Miami Cancer Institute at Baptist Health, which broke ground in 2014.

From left: Michael D. Fili, M.D., Calvin H. Babcock and Bo Boulenger.
Doctors Hospital

Founded in 1949 in the heart of historic Coral Gables, Doctors Hospital is a 281-bed facility recognized for its high-quality medical care. Its Center for Orthopedics & Sports Medicine is internationally recognized and serves the Miami Dolphins, Florida Panthers and Miami HEAT, as well as the athletic programs at Florida International University and Miami-Dade County Public Schools, Discover Orange Bowl, Sony Open, World Golf Championships and Miami Marathon and Half Marathon. Its neuroscience team developed the first Gamma Knife program in Florida.

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Homestead Hospital

Homestead Hospital has undergone major transformation since the original 10-bed facility opened in 1940. A $135 million construction project in 2007 replaced that facility, and today Homestead is a full-service, 142-bed hospital. Homestead’s comprehensive services include surgery, birthing suites, a Critical Care Unit with eICU LifeGuard, adult and pediatric Emergency Centers and diagnostic testing. Nearly 350 physicians representing 14 specialties are affiliated with Homestead Hospital.

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South Miami Hospital opened in 1960 as a 100-bed facility in a small suburban community. Today, it is a full-service, 452-bed hospital located in the heart of a thriving city with such innovative programs as the Center for Robotic Surgery, the Center for Women & Infants and the Addiction Treatment & Recovery Center, as well as comprehensive programs in cardiovascular and cancer care. Recognized as a Magnet hospital for excellence in nursing care, South Miami opened a new Emergency Center and surgical suites in 2013 following the largest expansion project in its history.

Mariners Hospital
Since 1962, Mariners Hospital has provided high-quality medical care to residents of the Upper Keys. A 25-inpatient bed critical access hospital located in Tavernier, Mariners offers a variety of services, including cancer diagnosis and treatment, cardiac rehabilitation, wound care, hyperbaric services, surgery, diagnostics and endoscopy. Mariners, a small, rural hospital, has achieved many honors, including a Pathway to Excellence designation from the American Nurses Credentialing Center, the first in Florida to receive this honor.

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West Kendall Baptist Hospital

When it opened in 2011, West Kendall Baptist Hospital was the first new hospital to be built in South Florida in more than 35 years. The 133-bed, state-of-the-art facility was designed and constructed to Leadership in Energy and Environmental Design (LEED) standards for environmental sustainability. A teaching hospital affiliated with Florida International University’s Herbert Wertheim College of Medicine, West Kendall’s offerings include surgical, maternity, emergency, critical care, diagnostic and endoscopy services.

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Baptist Outpatient Services is Baptist Health’s affiliate that operates a wide range of outpatient services throughout Miami-Dade and Broward counties, including more than 30 diagnostic imaging facilities, urgent care centers, sleep centers, endoscopy centers, sports medicine and rehabilitation facilities and home healthcare services.

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