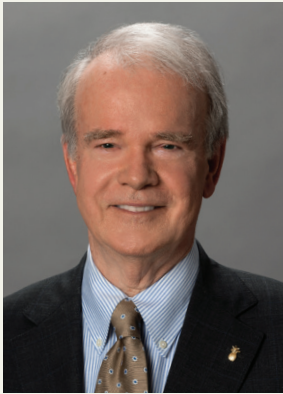


# From the President



**Brian E. Keeley**  
President and  
Chief Executive Officer

**NOVEMBER 2020**

## We Are Stronger, Together

This has been a difficult year across the world. The COVID-19 pandemic has impacted almost everyone in one way or another, strained hospitals and healthcare workers everywhere, and damaged the economy. While the pandemic added to Baptist Health's financial losses for the year, I am confident in our ability to recover and thrive.

Why? It's the power of two interrelated concepts that are in play at Baptist Health. The first is smart growth, which is strategic planning that adapts to the "new normal" world while maintaining our focus on our mission. The second is something I call system-ness, or the belief that we are stronger, together.

Years ago, when we were a single hospital, we understood that stand-alone hospitals would not survive the consolidation the industry was facing. We knew that to succeed — to be financially strong enough to continue our mission of caring for our communities — we would need to grow. It was never our goal, however, to become the biggest organization or to move into other areas of Florida. We are committed to being the best and most preferred health system from Palm Beach to the Florida Keys.

Smart growth — pulling together and merging with organizations with similar cultures, expanding into nearby new markets, building upon the strong foundations of our centers of excellence and institutes, increasing our outpatient locations, adding loyal patients through new services such as urgent care centers and Baptist Health Care On Demand and aligning with our physician groups — has been our path to achievement. It has allowed us to take advantage of the economies of scale that eliminate duplication, to share resources and best practices, to foster collaboration between our talented employees and to reduce costs. It has also built the respect from consumers who equate our iconic pineapple logo with quality and compassionate care.

We have certainly been tested over the years through recessions, the loss of health insurance by many Americans and most recently, Covid-19 disease. Never has our "stronger, together" philosophy been more important than through this pandemic.

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Although we experienced surges at a rate above most regional hospitals, our clinical results in patient care were better than most of the nation. We were able to handle our volume of patients with COVID-19 and individual hospital surges due to the strength of our coordination as a united, connected enterprise. Our professional centralized supply chain and pharmacy divisions are second to none, and made sure our caregivers had the personal protection they needed and the supplies, ventilators and drugs our patients need. Our clinical division led by Drs. Jack Ziffer and Mark Hauser provided daily up-to-date science-based guidance to lead our response and keep our physicians/clinicians throughout the system informed and cohesive. They brought together subject matter experts from each entity to design optimal evidence-based COVID policies and protocol and ensure all our hospitals and outpatient sites could respond to rapidly changing recommendations with the most effective new treatments.

Our operations team communicated multiple times a day to coordinate care and resources in hospitals and outpatient sites throughout the system and provide relief and support where needed. Everyone pitched in, even when it was necessary to transfer patients from one hospital to another to provide relief to their colleagues at other entities. Leaders at each hospital stretched our capacity and flexed staffing to expand the number of ICU patients we could care for safely to meet the increased needs of our community. They ensured consistent application of the evidence-based care protocols to provide the most effective treatment to our COVID patients safely.

We made sure we communicated effectively with all of our staff and physicians, making decisions in a consistent manner across the system and providing emotional and physical support to our caregivers in this difficult national crisis. Our care management division—with dedicated coordinated resources—helped us discharge patients safely. At the request of the State of Florida, we also went into nursing homes and helped them establish protocols to protect fragile residents and their caregivers and be able to allow patients to return from the hospitals. In an unprecedented move, we coordinated at the highest level with the State and other regional hospitals, setting aside past competitive positions/politics to ensure we could meet the need of our communities.

Our facilities received exceptional support and resources from our corporate colleagues. Finance/Supply chain kept our team protected with PPE and ensured we obtained Cares Act funding. Our Human Resources division helped us obtain and train over 300 nurses which were essential support to our exhausted staff at a critical time. Our Transfer Center worked seamlessly with operational leaders. With



## **We Are Stronger, Together**

our EICU, we were able to move more ICU patients to step-down and monitor patients at home after they were treated and discharged from the ED using our new Masimo technology. IT transitioned more than 3,500 employees to a remote work environment.

Stand-alone hospitals, and even smaller health systems, did not have this advantage. Our ability to pivot quickly and rapidly find solutions to the many obstacles we have encountered is primarily due to our strength as a system. We are in good company. Every organization on the U.S. News & World Report 2020-2021 Top 10 Honor Roll is part of a multi-hospital system. There is power and strength in numbers.

As we move forward, you will be hearing more about smart growth and system-ness. All of our decisions are reflecting these strategies. For example, Baptist Health has an ownership interest in Prestige Ameritech, the nation's largest domestic manufacturer of PPE. We also have an ownership interest in Civica Rx, a not-for-profit, generic drug company. Both of these partnerships not only lower costs and improve access to life-saving medications and PPE, but also reduce our reliance on importing these products from elsewhere.

We will be making significant investments on our digital transformation as we use more automation and better data and analytics to improve our consumer experience, enhance the delivery of care and to benefit our hospitals, outpatient centers, physicians, nurses and other clinicians. We also have plans to build a central pharmacy warehouse to better serve all of our facilities, from Palm Beach to the Florida Keys. We will continue to encourage you to work closely with your colleagues at all Baptist Health locations to share best practices and success stories that improve care or lower costs.

We are better prepared than most to weather whatever comes our way. In the past months, I have witnessed and heard of the amazing actions of our healthcare heroes throughout Baptist Health. It is clear that nothing is impossible when we work together.

Thank you, again, for all that you do for our patients, each other, our communities and Baptist Health South Florida.



**Brian E. Keeley**  
President and Chief Executive Officer