



**Welcome to the
Community Health Improvement Plan
Summit**

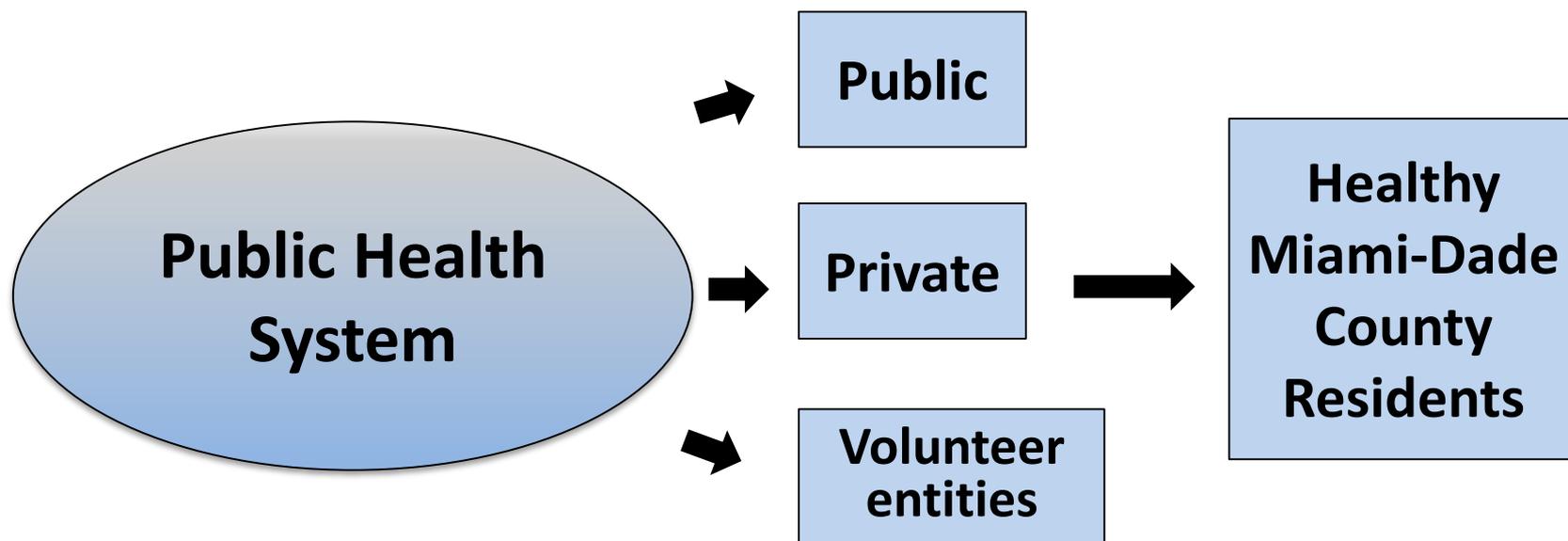


Improving Community Health

Lillian Rivera RN, MSN, PhD
Administrator & Public Health Officer
Florida Department of Health in Miami-Dade County



Miami-Dade County Community Health Improvement Plan (CHIP)



CHIP promotes collaboration, coordination and efficiency among the public health system

Our Collaborative Plan

Partners Help Identify



High Impact
Strategic
Issues



Desired
Health



Public Health
System
Outcomes

CHIP Strategic Priorities

5 Health Priority Areas



Access to Care



Chronic Disease Prevention



Community Redevelopment

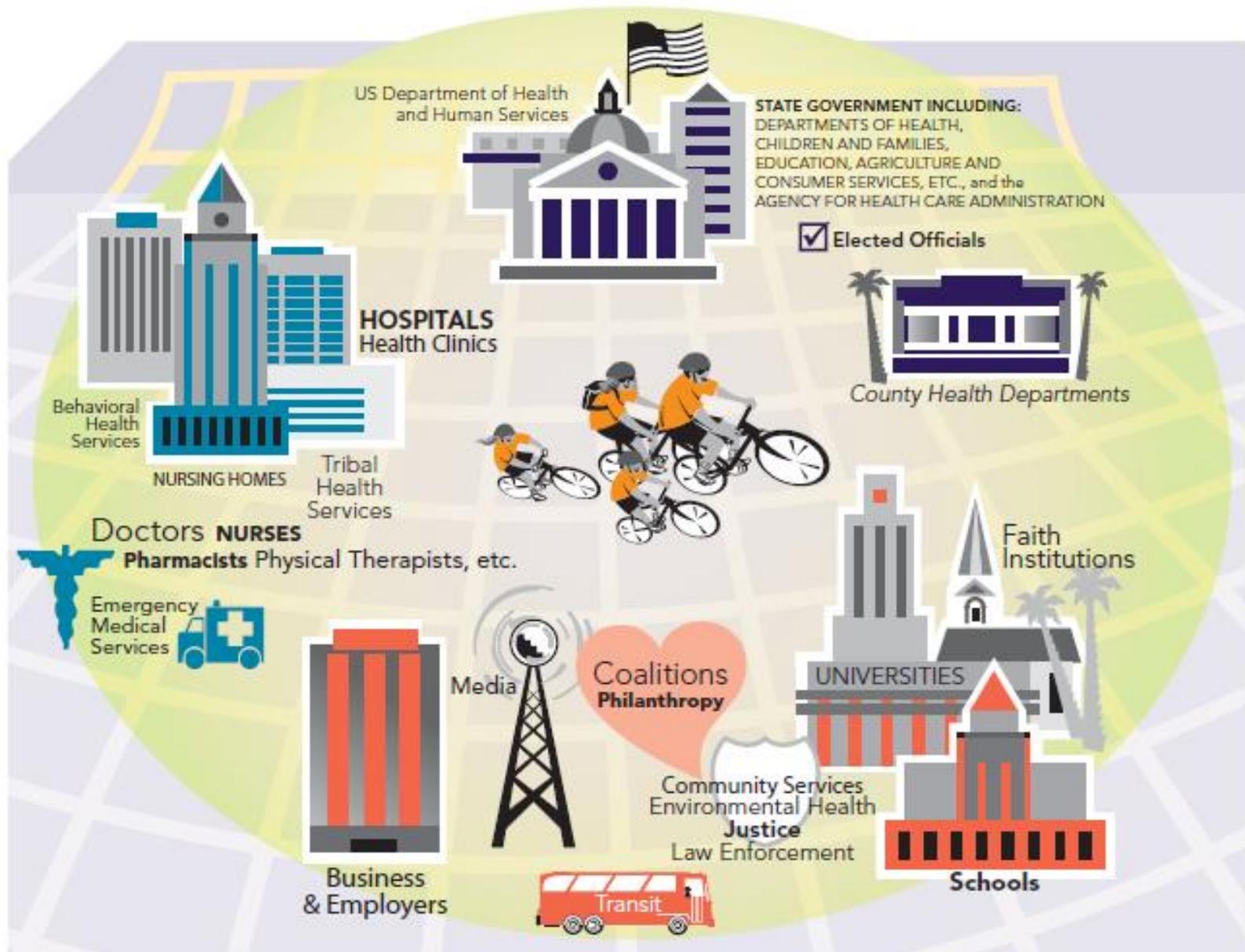


Health Finance & Infrastructure



Health Protection

Wide Variety of Stakeholders



Factors that impact our health



Role of the Florida Department of Health in Miami-Dade County

- DOH-Miami-Dade is responsible for protecting the public's health
- Population health is our priority
- Strengthen policies, systems, and environments
- DOH-Miami-Dade monitors the CHIP
- Partners play a key role
- Integrated and comprehensive approach to health



Miami-Dade County: RWJF Culture of Health Prize recipient

Miami-Dade County, Florida
2016 RWJF Culture of Health Prize Winner



Drivers of Culture of Health framework are our partners



CONSORTIUM
FOR A
HEALTHIER
MIAMI-DADE



Sponsored by the Florida Department of Health in Miami-Dade County



Measuring Impact

Impact we are making in the community is measured through the use of local goals called indicators

- Indicators tell us how we will know we are making a difference

**community health
improvement plan (CHIP)**



CULTURE OF HEALTH ACTION FRAMEWORK



Consortium's



- To be a major catalyst for healthy living in Miami-Dade through the support and strengthening of sustainable policies, systems and environments



7 Consortium Committees



CHIP Annual Report

- Summarizes the current status, progress, and accomplishments of the Miami-Dade County CHIP
- More than 130 indicators to measure true impact of our efforts to address the 5 health priority areas

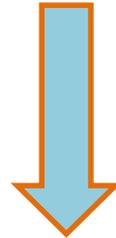
**community health
improvement plan (CHIP)**



Purpose of Today's Meeting

- In-depth look at CHIP indicators
- Discuss issues impacting health & wellness in Miami-Dade County
- Evaluate strategies and actions impacting public health issues
- Develop an action plan





**Action Plan Developed to Lower
Infant Mortality Rate in Miami-
Dade County**

Miami-Dade County Health System Approach



Interactive
Vibrant
Collaborative
Coordinated

Linkage

- Moving diverse groups toward common health agenda
- Collaboration of stakeholders and partners
- Results in efficient, targeted and integrated health improvement efforts
- CHIP as a living document VS an end point



Moving Forward

- Collective effort
- Collaboration is key
- Addressing complex health concerns together



Help create a healthy Miami-Dade County





Community Health Improvement Plan Summit

Community Health Improvement Plan (CHIP) Highlights



Karen Weller, RN, BSN, MBA-HSM
Assistant Community Health Nursing Director
Florida Department of Health in Miami-Dade County

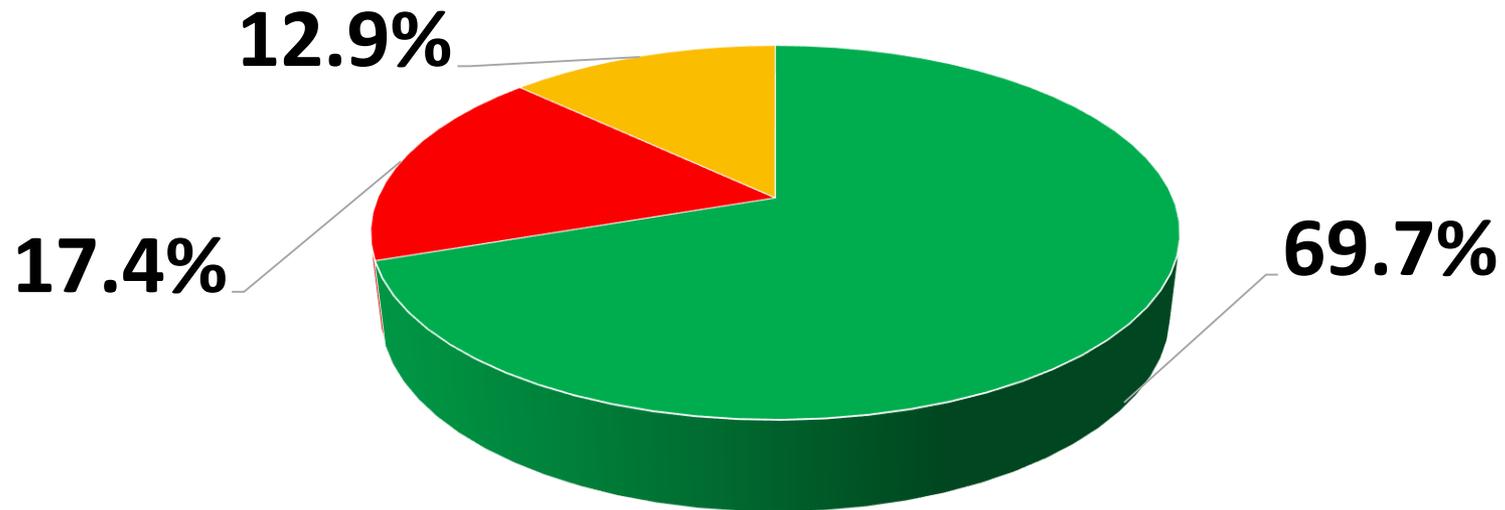
Key Facts

- Implementation of the 2013-2018 Community Health Improvement Plan (CHIP)
- Address today's public health concerns by connecting organizations, programs and resources
- Our 2013-2018 CHIP contains:
 - **5** strategic priorities
 - **19** community goals
 - **132** health indicators



Key Facts

Status of Health Indicators (as of June 2016)



- Health Indicators improved since 2013
- Health Indicators in need of improvement
- Health Indicators saw no significant difference in improvement

Collaboration, coordination and efficiency in order to:

- Increase access to resources to promote healthy behaviors
- Reduce tobacco use
- Prevent and control infectious diseases
- Improve access to primary care services
- Eliminate health disparities
- Promote an efficient and effective public health system that maximizes partnerships and uses information technology to improve health care outcomes.



Miami-Dade County has seen:

- A decreasing rate of infectious diseases
 - The AIDS rate per 100,000 population has decreased from 25.5 (2013) to 17.8 (2015)
 - The tuberculosis incidence rate per 100,000 population has decreased from 5.3 (2013) to 4.7 (2015)



Miami-Dade County has seen:

- Increased prevention and treatment for infectious diseases
 - 93% of infectious Syphilis cases are treated within 14 days of specimen collection date
 - Immunization levels in two year-old children by DOH-Miami Dade clinics have been above 90% since 2013



Miami-Dade County has seen:

- Narrowing racial disparity gaps in pregnancy outcomes
 - The black infant mortality rate per 1,000 live births has decreased from 10.1 (2012) to 8.8 (2015)
 - Miami-Dade County's infant mortality rate per 1,000 live births (4.8, 2015) is below Florida's (6.1, 2015) and national (6.2, 2015) infant mortality rates



Miami-Dade County has seen:

- Increased access to oral health and care
 - 1,432 dental services were provided by DOH-Miami-Dade at the Peñalver, Jefferson Reeves, Seals on Wheels Clinics in June 2016



Miami-Dade County has seen:

- County tobacco use is lower than the state's use
 - 14% smoking rate among Miami-Dade adults compared to 17% smoking rate in the state of Florida



Miami-Dade County has seen:

- Incidence and prevalence of unhealthy weight continues to rise
 - 25.9% middle school students (2015) and 16% high school students (2015) are overweight



The CHIP in Action



CHIP Annual Report

- Reflects and highlights the activities, accomplishments, and collaborative efforts of the DOH-Miami-Dade and community partners
- Serves as an overall progress review of the strategic health indicators that were identified and the activities that have been implemented
- CHIP monitoring and evaluation



Overarching Meeting Goal

- Evaluate the effectiveness of Community Health Improvement Plan (CHIP) strategies and create an **action plan** to address indicators that are below target to ultimately improve community health and quality of life in Miami-Dade County







Community Health Improvement Plan Summit

Culture of Excellence - Baldrige Journey

Javier Hernandez Lichtl

Chief Executive Officer, West Kendall Baptist Hospital
Chief Academic Officer, Baptist Health South Florida



Culture of Excellence

Aims:

- Define Culture of Excellence (CoE)
- Present WKBH CoE Framework
- Describe:
 - Drivers
 - Systems
 - Results
- Steps to implement CoE
- Sustaining culture



West Kendall Baptist Hospital

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West Kendall Baptist Hospital



West Kendall Baptist Hospital

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Project Location

9555 SW 162ND. Ave



Why West Kendall?

Over **7,000** patients receive inpatient care at Baptist Health facilities

Over **1,800** babies are born at other Baptist Health facilities

Over **21,000** visits are made to Baptist Health emergency departments

Over **16,500** are treated at Baptist Urgent Care Centers



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Project Goals:

- Designed & Built GREEN
- Built to withstand Category 5 hurricane (180 mph)
- Emergency Preparedness
 - Redundancy
 - Fuel Storage
- Academic Medical Center
- Culture of Excellence
 - Leadership passion
 - Engaged workforce
 - Triple Aim
 - Social Responsibility



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Culture of Excellence

Definition #1:

An organization-wide way of thinking and working that leads to a sense of “aliveness” in everyone in the organization. A conspiracy to excel a commitment to be excellent. “Excellence” is a way of being and thinking rather than a destination (Deal & Kennedy, 1999).



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Definition #2:

Excellence is a level of performance which is attained by maximizing the full talents and resources of the organization; and, that level of performance is validated by an external process using generally accepted objective criteria (Tom Hinton, 2006).



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Definition #3:

A high degree of trust, which makes people commit more to their jobs. In the top 10 Great Place to Work Companies, more than 90 percent of employees said they trusted their companies (Amy Lyman, 2010).



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WKBH Definition:

The highest level of quality, service and safety driven by vision, planning and exceptional people; sustained through benchmarking, innovation, flexibility and the celebration of extraordinary results (WKBH SEG, 2011).

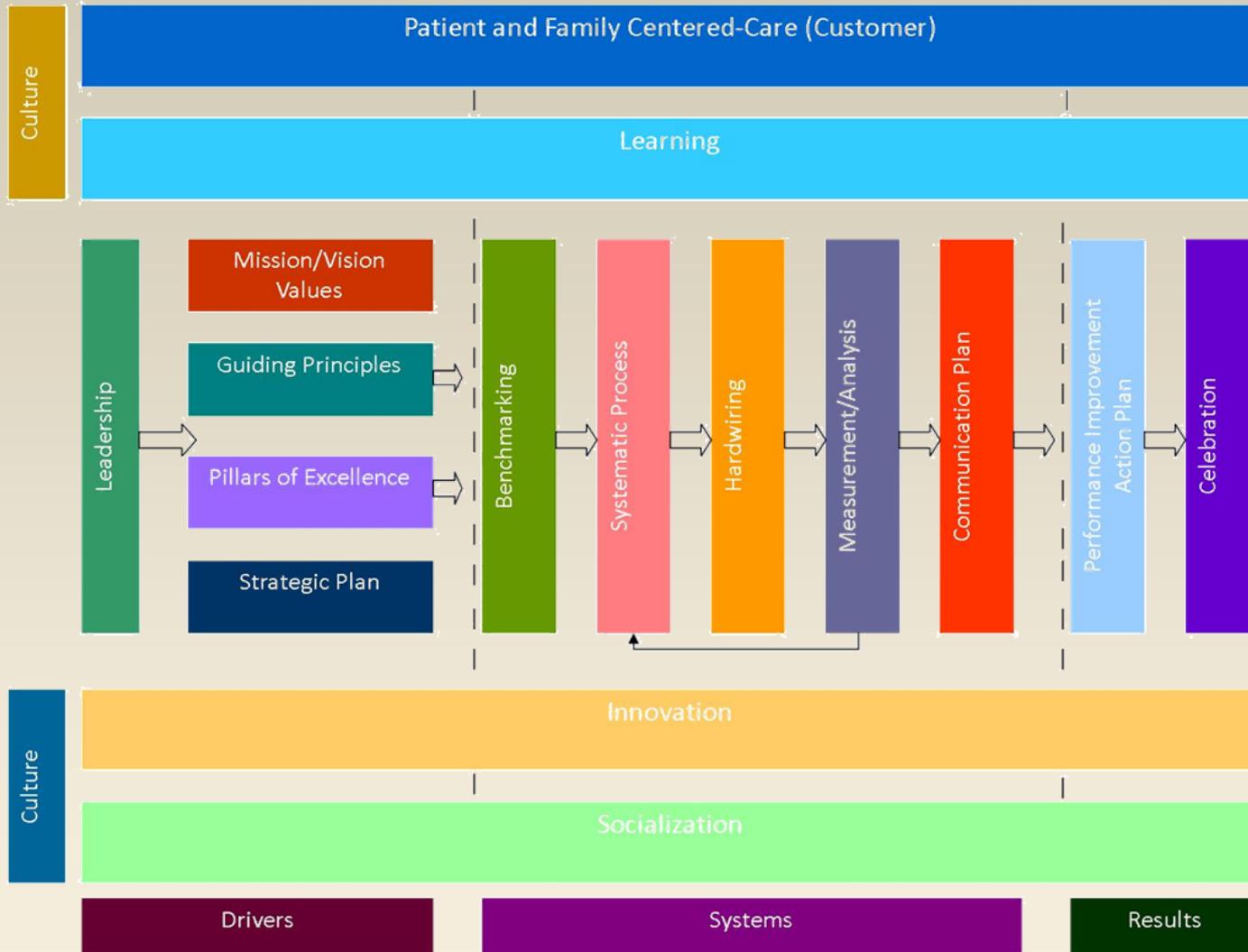


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WKBH CoE Framework

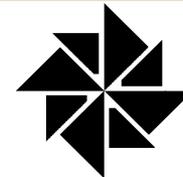


Culture of Excellence

Culture:

– Patient- and Family-Centered Care (PFCC)

- Open Visitation
- Dignity & Respect
- Information Sharing
- Participation
- Collaboration
- Stories
- Patient/Family Advisors



INSTITUTE FOR FAMILY-CENTERED CARE



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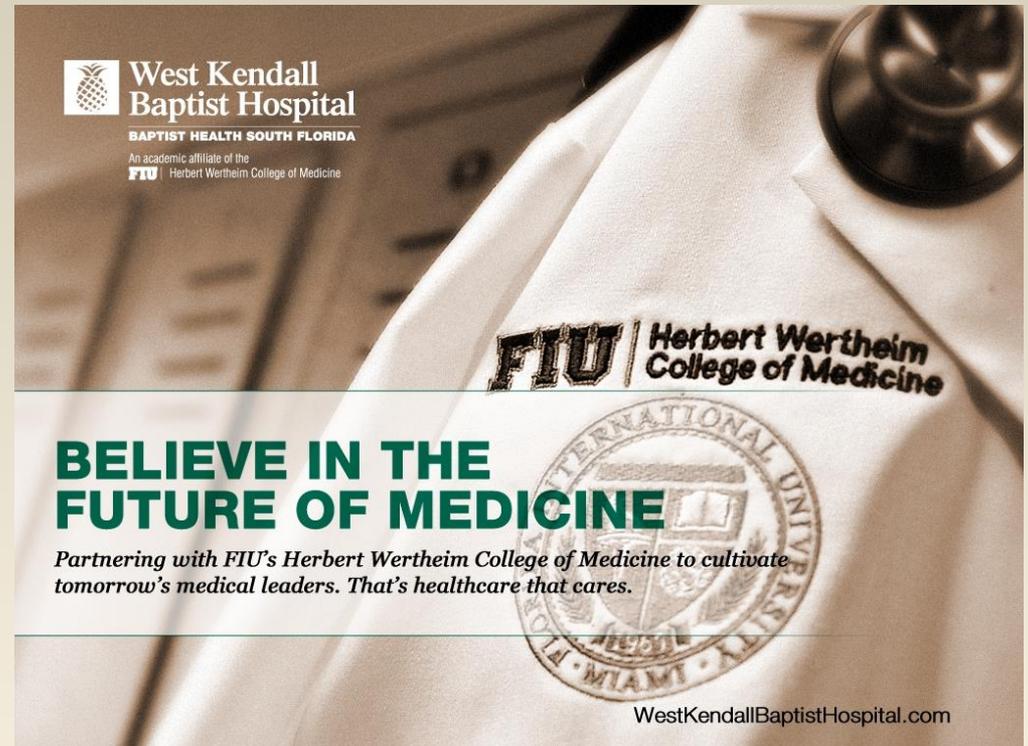
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Culture of Excellence

Culture:

– Learning

- Academic Center
 - Medical Students
 - GME
 - Research
 - Observership



Culture of Excellence

Culture:

– Innovation

- Room Service
- Computer in patient room
- E-ICU
- Rounding
- Leadership Model
- Staff Model
 - Bringing out the best in people
- Exceptional Patient Experience



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Culture of Excellence

Culture:

– Socialization

- War Room
- Wild Wednesdays
- Freaky Fridays
- President Medical Staff Orientation
- Medical Staff Orientations & Socials
- Drilling
- Employee Picnic



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Culture of Excellence

Drivers:

- Leadership
- Vision/Mission/Values
- Guiding Principles
- Strategic Plan
- Pillars of Excellence



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Culture of Excellence

Drivers:

- **Leadership**
- Vision/Mission/Values
- Guiding Principles
- Pillars of Excellence
- Strategic Plan

WKBH Core – VP, AVP, Director

- Composure
- Conflict Management
- Sizing Up People
- Political Savvy
- Dealing with Ambiguity
- Action Oriented
- Problem Solving
- Innovation Management
- Managerial Courage



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Culture of Excellence

Drivers:

- **Leadership**
- Vision/Mission/Values
- Guiding Principles
- Pillars of Excellence
- Strategic Plan

WKBH Core – Manager & Supervisor

- Composure
- Managerial Courage
- Conflict Management
- Learning on the Fly
- Total Work Systems
- Innovation Management
- Organizing



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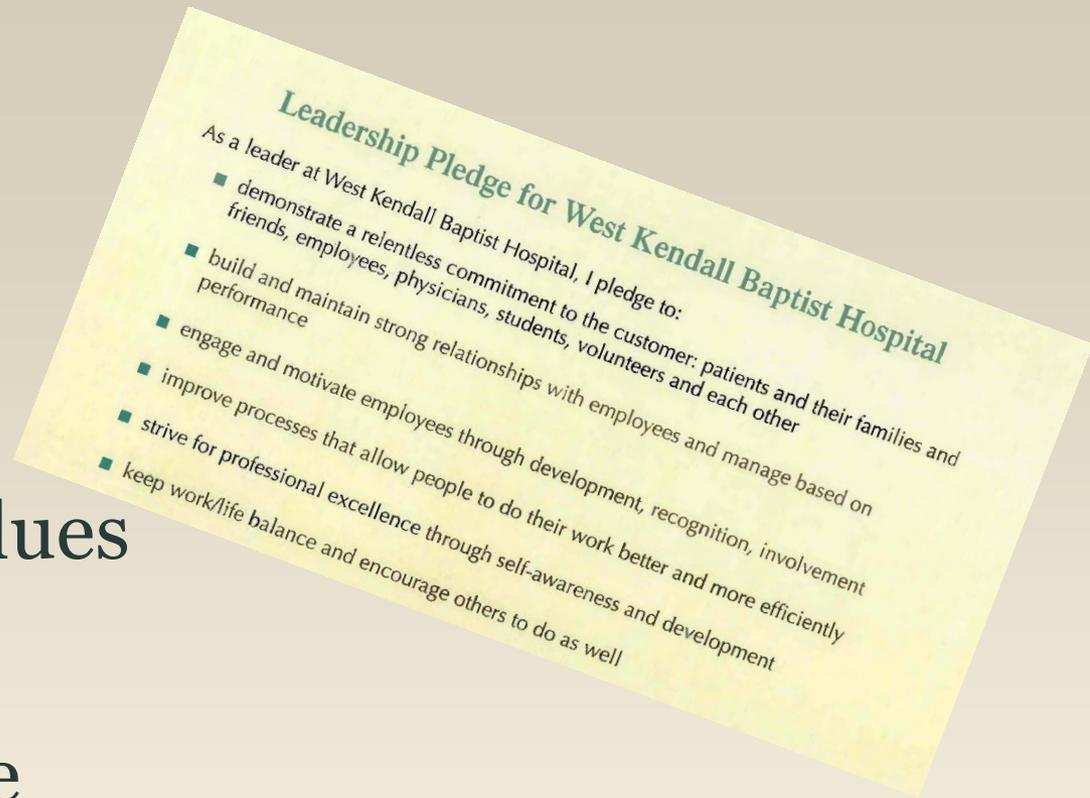
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Culture of Excellence

Drivers:

- Leadership
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- Strategic Plan



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Culture of Excellence

Drivers:

- Leadership
- Vision/Mission/Values
- Guiding Principles
- Pillars of Excellence
- Strategic Plan

**WEST KENDALL BAPTIST HOSPITAL
STRATEGIC PLAN – 2012**

Strategic Goals	Measurements	Targets
PEOPLE		
Employee Engagement	Gallup Healthcare	≥ 90 th Percentile Grand Mean Score
Physician Engagement	HealthStream	≥ 90 th Percentile
Volunteer Engagement	Facilitate Pro	≥ 90%
SERVICE		
Patient / Family Experience	Press Ganey HCAHPS (Source: Press Ganey)	≥ 95 th Percentile ≥ 7/10 Measures ≥ 95 th Percentile
OR start time	Monthly Reports	90% of 1 st Case of Day Starts on Time
Surgery – Pre-Op	Monthly Reports	90% of All Surgery Cases Turnover Time ≤ 20 minutes <i>(wheels out to wheels in)</i>
ENDO	Monthly Reports	90% of All ENDO Cases Turnover Time ≤ 15 minutes <i>(wheels out to wheels in)</i>
ED	Monthly Reports	LOS ≤ 240 minutes (Door to Door)
OB	Monthly Reports	LWBS ≤ 2%
Patient & Family Centered Care	Monthly Reports Press Ganey	Exceed Volume by 10% ≥ 95 th Percentile
	Press Ganey Question: "How Satisfied Were You With Staff Effort to Include You in Decisions about Your Treatment?"	≥ 95 th Percentile
FINANCIAL		
Improve Budget Forecast	Monthly Reports	Favorable Cost Per Adjusted Admission – Case Mix Adjusted
QUALITY		
National Quality Measures	CMS Report	≥ 90% of measures at Top Decile
National Patient Safety Goals	Dashboards	100% Compliance
Safe Environment	Patient Falls	Favorable to NDNQI Benchmark
TIC & all other Accrediting Surveys	Mock Survey Professional Designation	Ongoing Readiness TIC Application for (Stroke/CV) Designation
GROWTH		
Develop ROIs & Centers of Excellence	<ul style="list-style-type: none"> ● Family Medicine Clinic ● Colon Rectal ● Orthopedics, Sports Medicine ● OB GYN / Women Services ● Cath Lab ● ENT ● Robotics ● Minimally Invasive Micro-Lap Surgery 	Establish Areas of Focus
COMMUNITY		
United Way	Dollars Contributed	≥ \$70,000
Zoo Miami	Establish Partnership	WKBH & Zoo Miami – Memorandum of Understanding
FIU	<ul style="list-style-type: none"> Ⓞ Medical Student Evaluation Ⓞ Development of Family Medicine Clinic Ⓞ ACGME – Program Information Forms Submission 	<ul style="list-style-type: none"> Ⓞ Successful Medical Student Experience Ⓞ Successful opening in 2012 Ⓞ Successful ACGME Site Visit



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Culture of Excellence

Systems:

- Benchmarking
- Systematic Process
- Measurement/Analysis
- Communication Plan
- Flexibility/Ambiguity



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Culture of Excellence

Systems:

– Benchmarking

- Employee Engagement
- Physician Engagement
- Volunteer Engagement
- Patient Perception of Care
- National Quality Measures
- Patient- and Family- Centered Care experience



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Culture of Excellence

Systems:

– Systematic Process

- Hiring

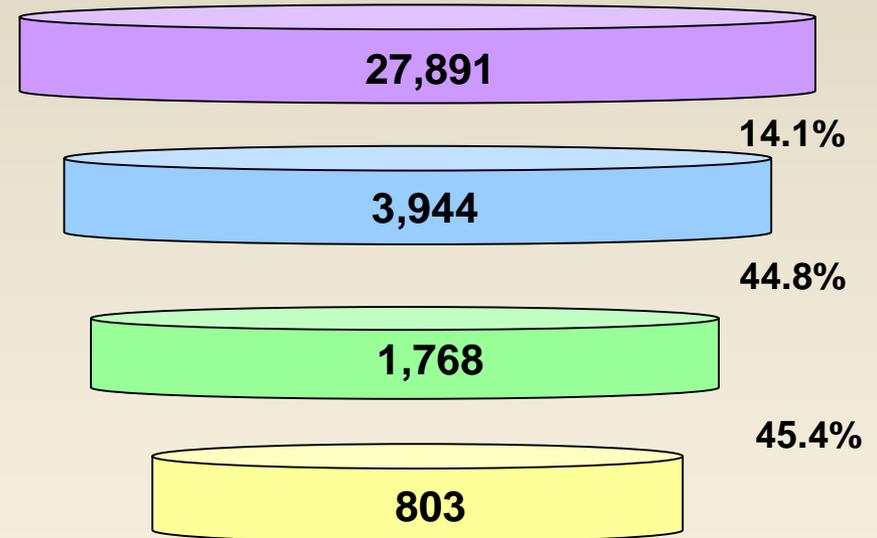
Applicants
Internal & External

Recruiter Interviews

Hiring Manager Interviews

Number of Hires

WKBH Summary from 6/1/10 to 4/19/11



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Culture of Excellence

Systems:

– Systematic Process

- On boarding
 - Vision, Mission and Values

OUR MISSION

The mission of Baptist Health is to improve the health and well-being of individuals, and to promote the sanctity and preservation of life, in the communities we serve. Baptist Health is a faith-based organization guided by the spirit of Jesus Christ and the Judeo-Christian ethic. We are committed to maintaining the highest standards of clinical and service excellence, rooted in the utmost integrity and moral practice.

Consistent with its spiritual foundation, Baptist Health is dedicated to providing high-quality, cost-effective, compassionate healthcare services to all, regardless of religion, creed, race or national origin, including, as permitted by its resources, charity care to those in need.

OUR GUIDING PRINCIPLE

Through our compassionate healthcare services, we seek to reveal the healing presence of God.

OUR VISION

Baptist Health will be the preeminent healthcare provider in the communities we serve, the organization that people instinctively turn to for their healthcare needs. Baptist Health will offer a broad range of clinical services that are evidence-based and compassionately provided to ensure patient safety, superior clinical outcomes and the highest levels of satisfaction with a patient- and family-centered focus. Baptist Health will be a national and international leader in healthcare innovation.

Baptist Health South Florida

BAPTIST HOSPITAL OF MIAMI - SOUTH BEACH HOSPITAL - DOCTORS HOSPITAL
BAPTIST CHILDREN'S HOSPITAL - HENRYHARD HOSPITAL - MANHATTAN HOSPITAL
BAPTIST OUTPATIENT SERVICES - BAPTIST CLINICAL & VASCULAR SERVICES

Updated 6/2010 PH



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Culture of Excellence

Systems:

- Systematic Process
 - On boarding
 - Safety Champions



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Culture of Excellence

Systems:

- Systematic Process
 - On boarding
 - Patient's Perception of Care



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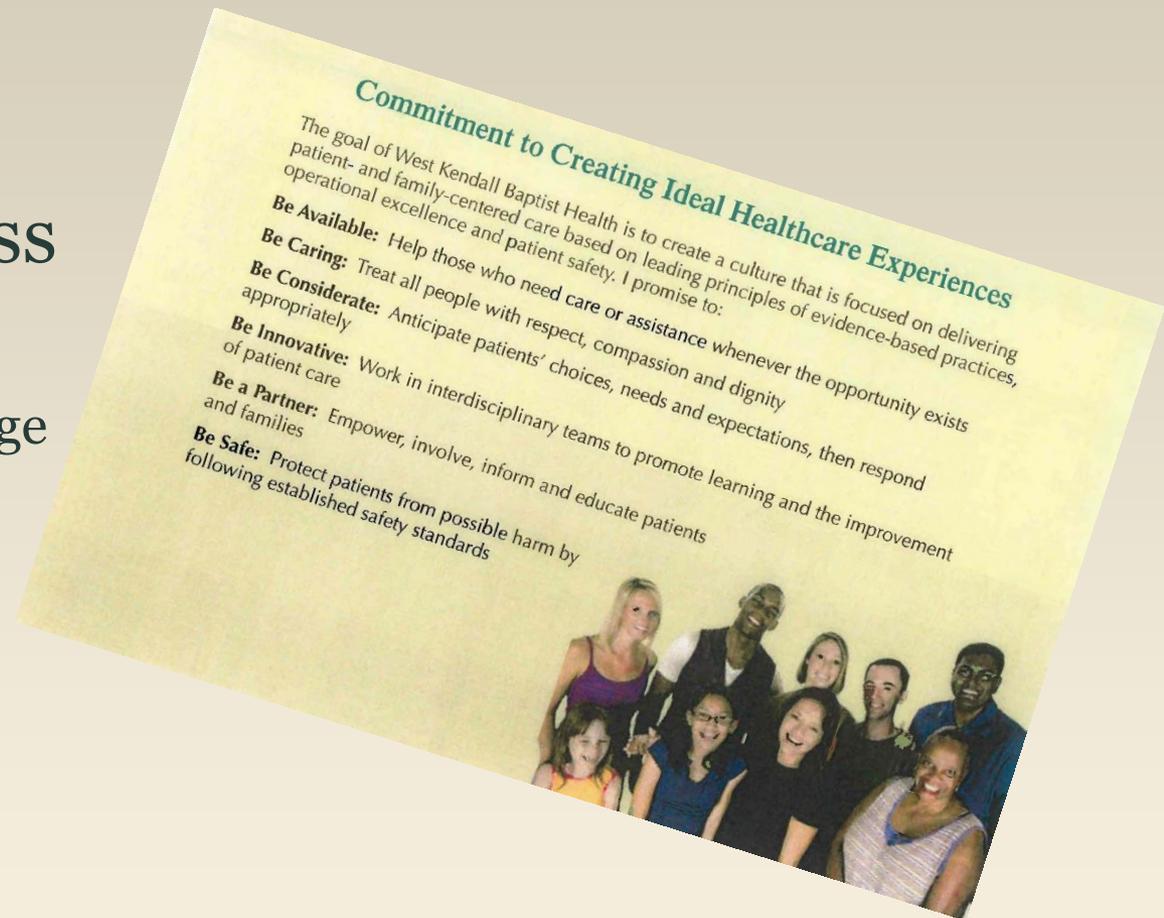
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Culture of Excellence

Systems:

- Systematic Process
 - On boarding
 - Employee pledge



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Culture of Excellence

Systems:

- Systematic Process
 - WINK
 - What I Need To Know



Culture of Excellence

Systems:

– Measurement/Analysis

- Scorecard

PILLARS OF EXCELLENCE – SCORECARD FY 2012

Pillars	Goals	Measurements	Targets	Outcomes				
				Q1	Q2	Q3	Q4	
People	Employee Engagement	Gallup Healthcare	≥ 90% Grand Mean Score	73% increase	73% percentile			
	Physician Engagement	HealthStream	≥ 90%	96% percentile	96% percentile			
	Volunteer Engagement	Facilitate Pro	≥ 90%	98% percentile	98% percentile			
Service	Patient/Family Experience	Press Ganey	≥ 95% Percentile	99% percentile	99% percentile			
		VHA HCAHPS Report	≥ 95% Percentile	95% percentile	95% percentile			
	OR Start Time	Monthly Reports	90% of 1 st case of Day Starts on Time ± 15 minutes (wheels out to wheels in)	70%	70%			
	Surgery – Pre-Op	Monthly Reports	90% of All Surgery Cases Turnover Time = 20 minutes (wheels out to wheels in)	72%	72%			
	ENDO	Monthly Reports	90% of All Endo cases Turnover Time	85%	81%			
	ED	Monthly Reports	Admitted Patients:	≤ 240 minutes	33%	3%		
			Discharged Patients:	≤ 240 minutes	64%	61.7%		
			Fast Track Patients:	≤ 120 minutes	NA	NA		
	OB	Monthly Reports	LWBS ≤ 2%	1%	1.2%			
			Exceeded Volume by 10%	X	X			
	Press Ganey	≥ 90% Percentile	99% percentile	99% percentile				
Quality	Patient & Family Centered Care	Press Ganey Question: "How Satisfied Were You With Staff Effort to Include You in Decisions about Your Treatment?"	≥ 90% Percentile	99% percentile	99% percentile			
	National Quality Measures	CMS Report	≥ 90% of Measures at Top Decile	100%	90%			
	National Patient Safety Goals Safe Environment	• Dashboards	• 100% Compliance	10/13	10/13			
	TJC & All Other Accrediting Surveys	• Patient Falls	• Favorable to NDNGI Benchmark	X	X			
		• Mock Survey	• Ongoing Readiness	✓	✓			
Growth	Develop ROIs & Centers of Excellence	• Professional Designation	• TJC Application for (Stroke/CV) Designation	NA	NA			
		• Family Medicine Clinic • Colon Rectal • Orthopedics, Sports Medicine • OB GYN / Women Services • Cath lab • ENT • Robotics • Minimally Invasive Micro-Lap Surgery (Spider)	Establish Areas of Interest	NA	NA			
Financial	Improve Budget Forecast	Monthly Reports	Favorable Cost Per Adjusted Admission – Case Mix Adjusted	✓	✓			
	United Way	Dollars Contributed	\$50,000 Contribution	\$85,353	\$85,353			
Community	Zoo Miami	Establish Partnership	WKBH & Zoo Miami - Memorandum of Understanding	✓	✓			
	FIU	• Medical Student Evaluation • ACGME – Program Information Forms Submission	• Successful Medical Student Experience • Successful ACGME Site Visit	✓	✓			
				NA	NA			

Meets/Exceeds Target

75% – 89% Needs Improvement

< 75% Percentile or not meeting target



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Culture of Excellence

Systems:

– Measurement/Analysis

- P.I. Board



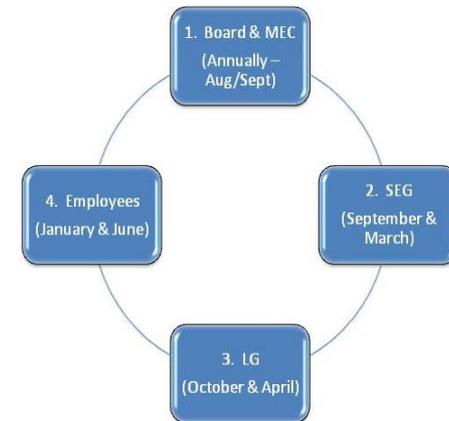
Culture of Excellence

Systems:

– **Communication Plan**

- Deployment

WKBH Annual Retreats Cycle



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Results

– People

- 99th percentile Employee Engagement
- Top Decile in Patient Satisfaction & Physician Satisfaction
- Magnet designation



Results



– Service

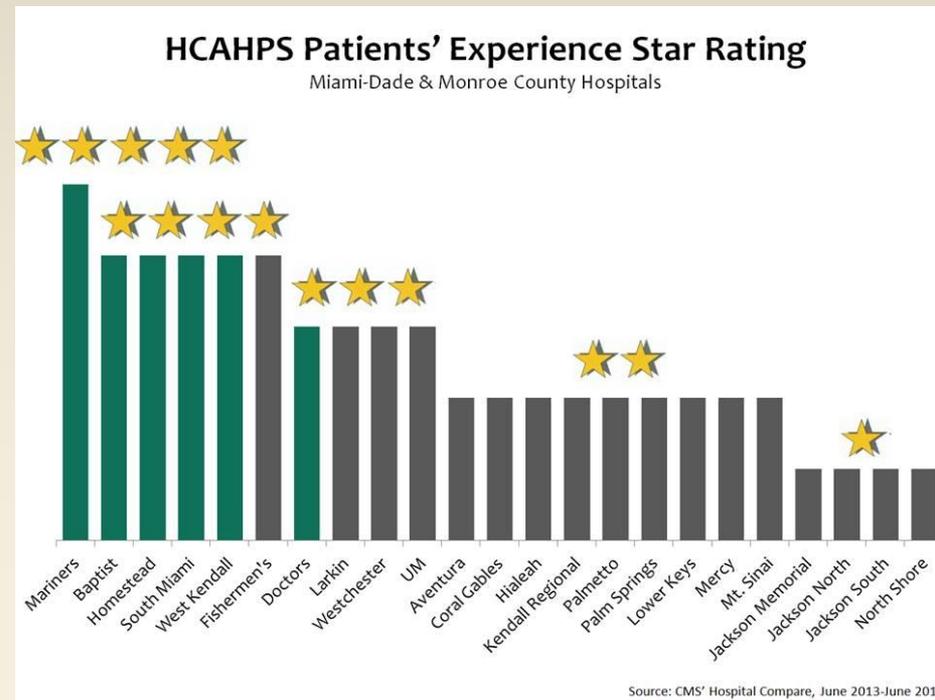
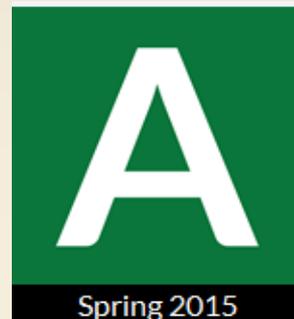
- Studer Excellence in Patient Care Award (2014, 2012)
- Studer Firestarter Award (2012)
- Studer Achievement in Value Based Purchasing Award (2013)



Results

– Quality

- TJC Top Performer
- Leapfrog Safety Score “A”
- VHA HEN Top Performer
- CMS 4 Star rating
- US News & World Report #6



Results

– Finance

- 260 ED patients/day
- Broke even year 2
- Exceeded budget year 3-5



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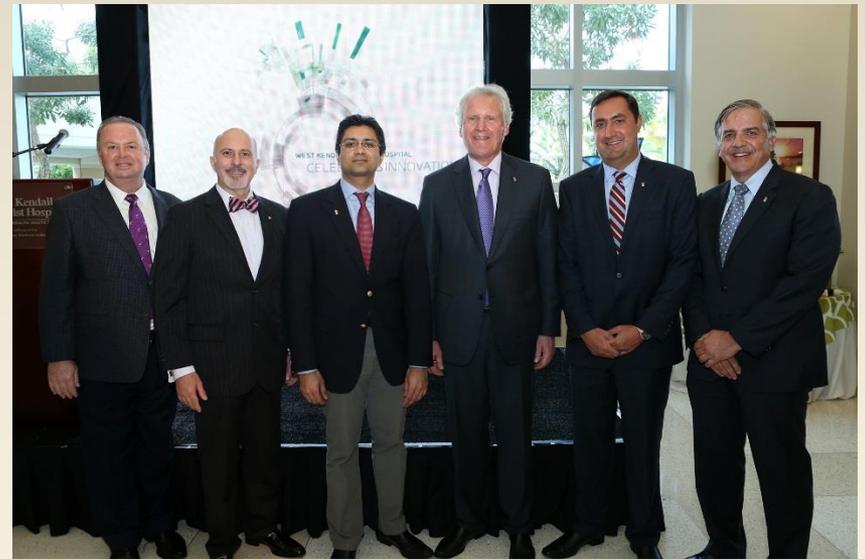
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Results

– Growth

- First global installation of GE Revolution CT
- Surgical Services expansion
- New parking garage



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Results

– Community

- Soliant Top 10 Most Beautiful Hospitals (2012, 2013)
- Healthy West Kendall
 - Launched Healthy Hub
 - Recognized by Advisory Board Company
 - Healthy Hub among finalists for GE HealthyCities challenge
 - Healthy Hub recognized under Miami Dade County Culture of Health Prize by Robert Wood Johnson Foundation
 - Healthy West Kendall helped launch Partnership to Fight Chronic Disease
- Family Medicine Residency receives 10 year ACGME accreditation



Culture of Excellence

Sustaining Culture:

- Retreats
- Leaders
- Employees
- EAC/EAG
- Celebrations
- Annual Themes



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2011: Opening our Doors



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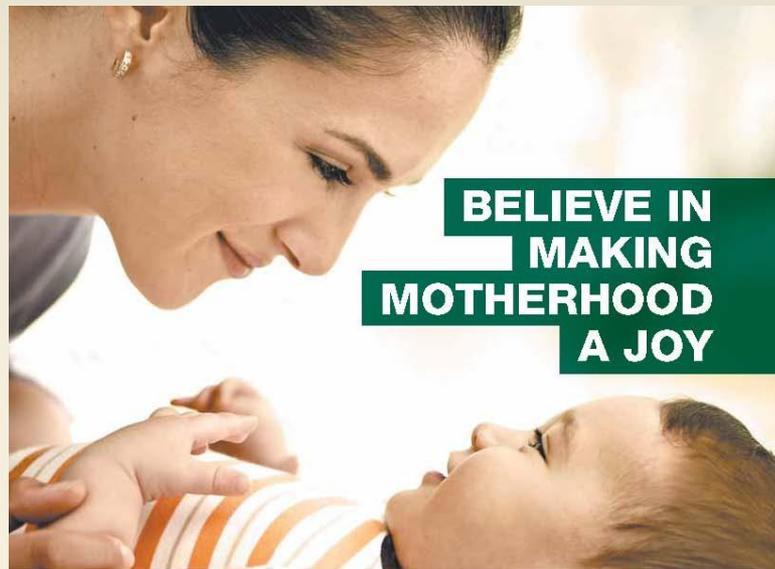
2012: Year of the People



2013: Lead from the Heart



2014: Patient Experience



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2015: Innovation



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2016: Telling Our Story



2017: The Second Curve



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**WE BELIEVE
IN HEALTHCARE
THAT CARES**



**West Kendall
Baptist Hospital**

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