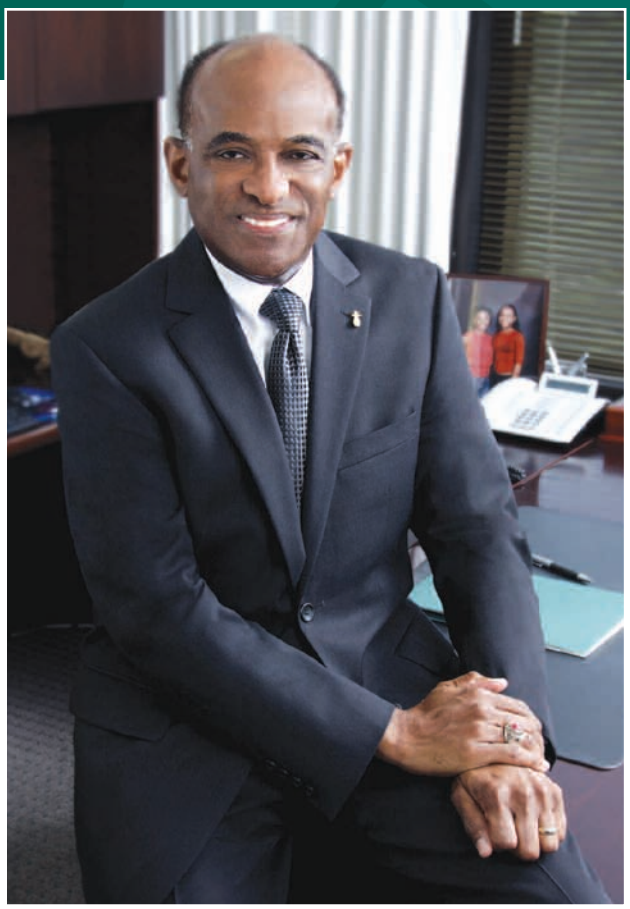
THE BEST PLACE FOR *Diversity*

Baptist Health South Florida



THE BEST PLACE FOR *Diversity*

There is no better reflection of the diverse cultures and people of the world than South Florida. From culture and life experiences to language, **Baptist Health** strives to tap the rich human capital that exists all around us. This dynamic community makes us *Fortune* magazine's Best Place for Diversity. Patients, family members, physicians and employees all feel embraced by our culture of inclusion. We invite you to learn more about our Baptist Health family.

Ricardo Forbes, *corporate vice president and chief diversity officer, Baptist Health South Florida*

Baptist Health South Florida is the largest faith-based, not-for-profit healthcare organization in the region, with an outstanding reputation for medical and service excellence.

#1
for most diverse staff

13
years listed in Fortune *magazine's*

100
Best Companies to Work For

FORTUNE® 100 BEST COMPANIES TO WORK FOR 2013

"Baptist Health is for everyone, and our goal is to allow each individual we touch to be his or her best."

*— **Brian E. Keeley**, president and CEO, Baptist Health South Florida*

Vision Statement:

Baptist Health South Florida values diversity and inclusion. It is an organization that demonstrates the excellence reflective of a diverse and vibrant workforce.

Mission Statement:

By fostering a culture of diversity and inclusion, Baptist Health will continue to attract and retain the highest levels of talent. It will further seek to embrace the diversity of the community it serves through purposeful community outreach.

Strategic Intent:

To position Baptist Health to be the recognized leader in the application of Diversity and Inclusion Best Practices. We strive to achieve employee satisfaction and provide access to high-quality healthcare services to a patient population of multiple and varied backgrounds.

Pillars of *Excellence*

Excellence in Management

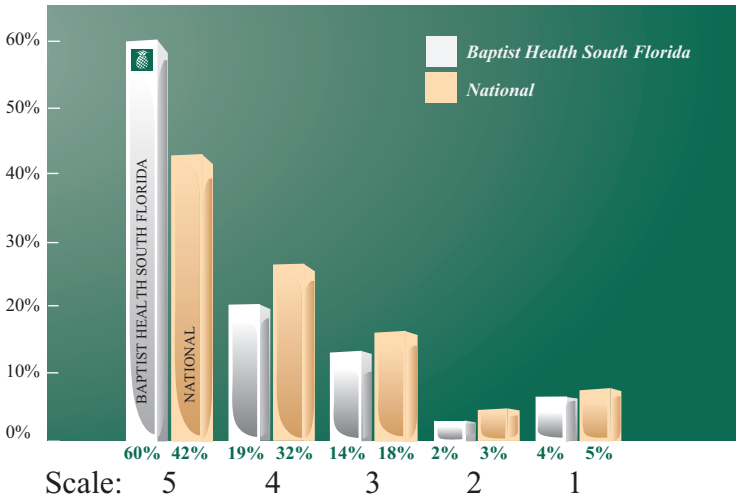
We are the Best Place for Diversity because we embrace it from the very top of our organization. This is not a Human Resources program — this is a way of life. It is present in every component of how we serve the community, making it important that each employee commits to meeting our goals. Diversity is a top priority.

Corporate Diversity Council. The Council sets the strategic direction of diversity initiatives at Baptist Health. Executive-level decision makers at every one of our hospitals are represented on the Council to establish a unified direction across the entire organization.

Leadership Team Education. All members of management attend Leadership Development Institute workshops, at which the staff of the Human Resources and Culture Department educates them on how to maximize the positive impact diversity has on their employees. This continuing education process extends far beyond orientation to keep the topic fresh in the workplace.

COMMUNITY SURVEY

Ratings Summary: 1= Not Satisfied; 5= Extremely Satisfied



Source: Insights, Inc., Market Research

Each year, we ask a statistically valid sample of area residents, "How satisfied are you with the service provided to your community by Baptist Health's hospitals and outpatient facilities?" The scale ranges from 1 ("not at all satisfied") to 5 ("extremely satisfied"). This year, more than half of the local respondents (60 percent) said they were "extremely satisfied." That puts Baptist Health in the 82nd percentile in terms of community satisfaction.

Excellence in Care

We don't just talk about diversity; our employees embody diversity *(Baptist Health South Florida, 2009, Quality at a Glance: Community Survey).* Baptist Health checks the pulse of our community to continually improve patient care. We use this information to develop initiatives to improve employee and community interactions.

Excellence in Partnerships

We can't do it alone. That's why we make sure every business — large, small, minority-owned and faith-based, just to name a few — gets an equal opportunity to work with us. Baptist Health makes a place for everyone.

"We have a long history of taking care of our employees, and have been recognized as a top employer by **Fortune, Working Mother** *and* **Modern Healthcare** *magazines."*

*— **Adriene McCoy**, assistant vice president, Human Resources, Baptist Health South Florida*

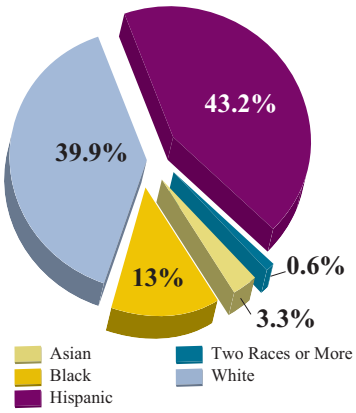
Excellence in People

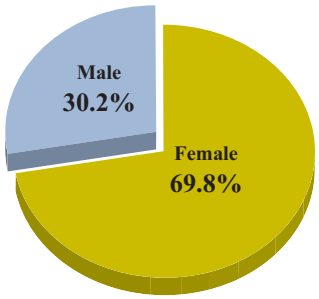
Our South Florida melting pot brims with talent, which is why the Baptist Health family mirrors our community. We embrace our community's colorful culture and ensure that diversity is reflected in our team. The different insights and attributes of our employees create a robust organization in which no individual is left out.

Outreach. We work closely with community organizations to get the word out about our inclusive culture, and invite talented individuals from all walks of life to join our team. This relationship building extends into the network of diverse educational institutions we tap for future recruits.

Talent development. We have effective methods in place to identify top performers and make certain that organizational leadership is as multifaceted as the community at large. Every individual has the opportunity to grow professionally at Baptist Health.

Baptist Health South Florida
All Leaders (Supervisors - CEO)
(1,568)





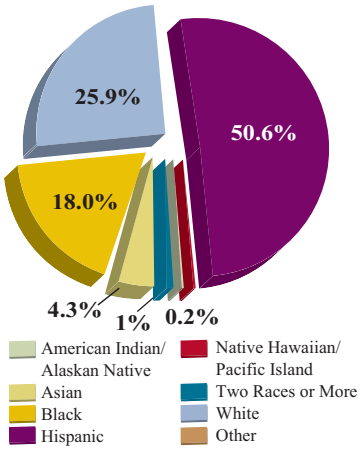
Source: Kronos, April 2012

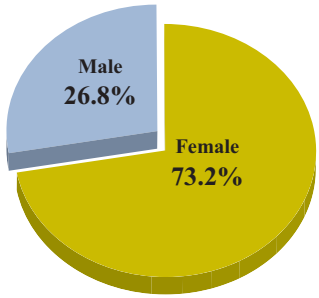
Excellence in Growth

Advances in medical care are ongoing, and as we treat more and more patients in new and growing facilities, we make sure things are still done with care and compassion — the Baptist Health Way.

We reflect the community. As we open new, state-of-the-art medical facilities, we assess the communities around them, allowing us to develop our staff based on surrounding demographics and cultures.

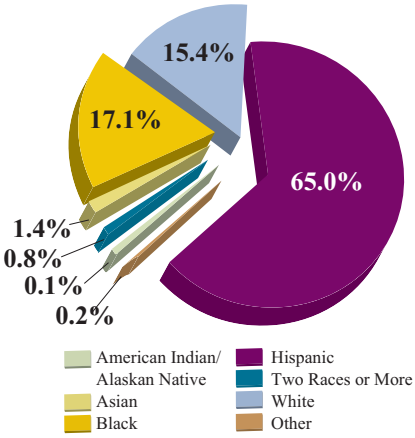
Baptist Health South Florida Workforce (15,319)

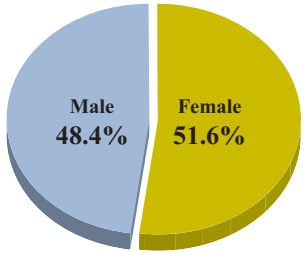




Source: Kronos, April 2012

Miami-Dade County Population (2,496,435)





Source: U.S. Census Bureau, 2010 Census

Diversity in Action

Diversity is not just a plan; it's a practice. We developed an implementation design that takes our strategy off the paper and into the everyday culture at Baptist Health. Focused on driving diversity in the workforce, workplace and marketplace, we have created an environment in which each person and entity we meet understands our commitment to inclusion. Here's how Baptist Health puts diversity into action:

Diversity in the Workforce

Creating a diverse, inclusive team has been an ongoing effort for Baptist Health, and we are recognized as a leader in building teams this way.

We define a diverse workforce using three factors:

- Biological factors (age, ethnicity, race and gender)
- Cultural factors (experiences, background and thinking styles)
- Workplace factors (work habits, problem-solving approach and management style)

As South Florida's largest private employer, with more than 15,000 employees, Baptist Health has built a world-class team reflective of our multicultural community.

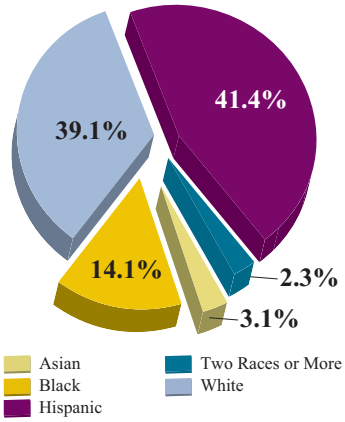
We also strive to ensure that underrepresented groups are recruited and retained in staff and management positions across the organization.

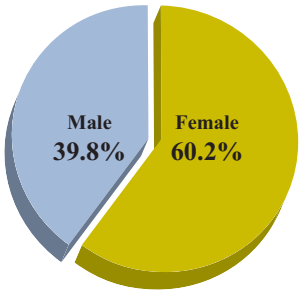
We have a long history as a top employer as evidenced by our recognition in *Fortune*, *Working Mother* and *Modern Healthcare* magazines *(100 Best Companies to Work For — Fortune* magazine *[2012, 2011, 2010, 2009, 2008, 2007, 2006, 2005, 2004, 2003]; Working Mother 100 Best Companies* and *Working Mother Hall of Fame — Working Mother* magazine *[2011, 2010, 2009, 2008, 2007, 2006, 2005, 2004, 2002, 2001, 2000]; 100 Best Places to Work in Healthcare — Modern Healthcare* magazine *[2011, 2009, 2008]).*

Baptist Health creates an inclusive environment, demonstrated through employee satisfaction rates far above those of similar workplaces *(Baptist Health South Florida — Gallup Organization [2009]. Quality at a Glance: Employee Satisfaction Survey).*

BAPTIST HEALTH
Baptist Hospital
RN

Baptist Health South Florida Leaders Hired FY 2011
(October 2010 - September 2011)
(128)





Source: Kronos, April 2012

Diversity in the Workplace

Recruiting and retaining a multicultural workforce is key to Baptist Health's success. That is why Baptist Health is committed to creating an inclusive environment embracing all people and cultures.

Baptist Health facilities are located throughout Miami-Dade, Broward and Monroe counties, which make up one of the most diverse regions in the country. At Baptist Health, we take into account belief practices, communication styles and attitudes when providing care *(Baptist Health South Florida [1999], The Culture Tool)*. Press Ganey, a leading hospital patient research firm, ranks Baptist Health facilities in the 85th percentile for patient satisfaction *(2010 Press Ganey health system database)*. In giving the best healthcare, our employees have to be just as diverse to personally connect with patients.

Baptist Health has also received acclaim for its employment practices with the senior population, such as awarding those having 20 years of experience at Baptist Health with seven weeks of paid vacation time. Recent research by the Gallup organization ranks Baptist Health employee satisfaction in the 89th percentile, well above comparable organizations.

We also identify key talent for career cultivation and advancement. With more women executives than any comparable health organization in the region, we are recognized by groups like the *National Association of Female Executives* as a place where everyone can achieve *(Top Five Nonprofit Companies for Female Executives — National Association of Female Executives [2009, 2008, 2007])*.

"Working with community associations, we actively identify opportunities to do business with diverse companies."

*— **Frank Fernandez,** assistant vice president, Supply Chain Management, Baptist Health South Florida*

Diversity in the Marketplace

Baptist Health seeks to be a good corporate citizen in the South Florida community. Minority vendors are an integral part of this community and bring a unique set of skills and experience to the table. That is why Baptist Health has many initiatives to increase our business with minority vendors.

Minority vendors are defined using criteria including:

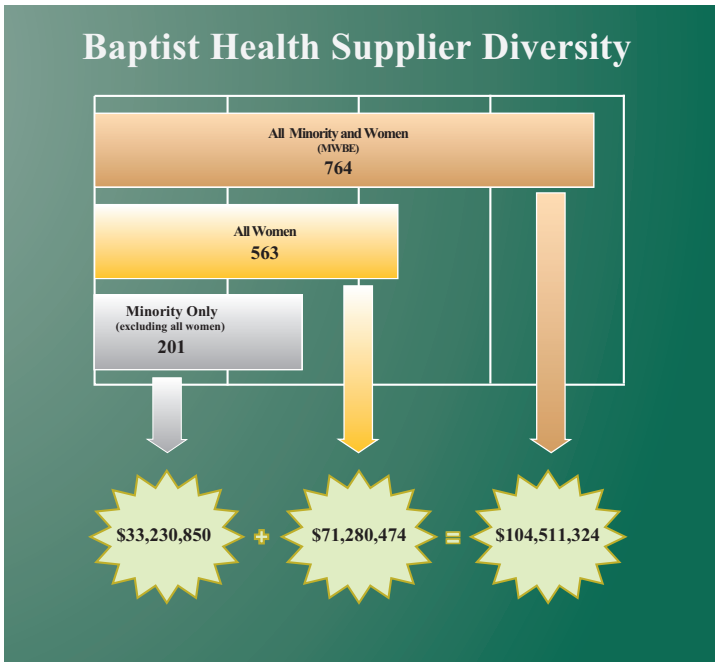
- Small businesses by size or income level
- Businesses owned by racial and ethnic minorities
- Women-owned businesses
- Veteran-owned businesses

Our policies support a variety of vendors in our network. Not only do we ensure that at least one qualified minority contractor bids on every project, we also encourage subcontracting with approved minority firms, extending Baptist Health's mission of inclusion.

(Baptist Health South Florida, Department of Construction Management [2004]. General Contractor Selection and Bidding Process for Projects over $5 Million. *In Inclusion and Encouragement of Minority Bidders [section III]).*

As a faith-based, not-for-profit organization, we also look for businesses with strong ethical standards in employee benefit compensation and deep roots in the South Florida community.

Internally, the Corporate Diversity Council closely monitors purchasing practices so progress is made to reach our goals in minority participation. We spent more than $86 million with minority firms in 2010 alone *(Baptist Health South Florida [2010], Diversity & Inclusion: Marketplace Supplier Diversity).* Even with this great track record, growth targets are set annually to ensure that the effort never slows down.



Baptist Health South Florida International Services is one of the largest hospital-based international programs in America. Thousands of people each year travel to Miami from around the world to visit our respected physicians and our medical facilities.

Countries Served — 80
Patients in FY 2011 — 12,000
Focus Area — Latin America and Caribbean

Service Excellence Standards and Expectations

Our Service Goal

To provide consistently excellent patient- and family-centered care and service to patients, families, caregivers, guests, co-workers, physicians and others.

Our Standards

1: CARING AND COMPASSION

To provide healthcare services to patients and families with care and compassion, in a manner that is sensitive to their cultural and ethnic health beliefs and in their preferred language.

2: TEAMWORK

To work as a diverse, organization-wide team that provides quality, compassionate care and services to patients while promoting a sense of inclusiveness for all team members.

3: PRIVACY AND CONFIDENTIALITY

To maintain and protect privacy in every aspect of care and service.

4: EFFECTIVE COMMUNICATION

To communicate effectively by using appropriate methods.

5: SAFETY

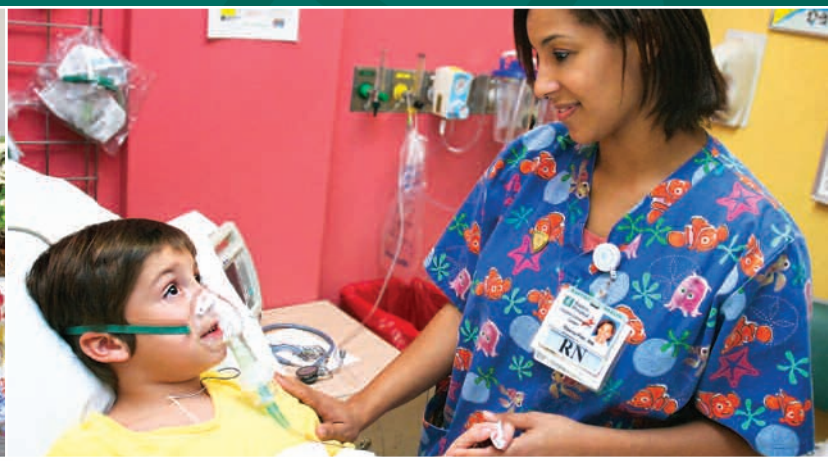
To consistently promote and provide safe care and services.

6: QUALITY AND SERVICE RECOVERY

To provide consistently high-quality care and services, make efforts to ensure service recovery and be sensitive to the ways cultural influences can shape clinical encounters.

7: COST EFFECTIVENESS

To perform work in a cost-effective manner while consistently providing high-quality care and services.



Baptist Health has been recognized again as one of the **World's Most Ethical Companies** by the **Ethisphere Institute** — a think tank dedicated to advancing best practices in business ethics.

2012 WORLD'S MOST ETHICAL COMPANIES
WWW.ETHISPHERE.COM

Baptist Health is one of only two not-for-profit healthcare organizations in the United States to receive this award. It's a source of pride for any company to be recognized for its ethics. For a trusted healthcare organization comprising six hospitals and more than two dozen outpatient centers to achieve this distinction, it's even more impressive. We are grateful to our governing Board members, dedicated employees and volunteers for helping us gain this honor. They supply us with our most valuable asset: ***integrity.***

Workforce Data — 15,000+

Hospitals — 6

Urgent Care and Diagnostic Facilities — 24

Ambulatory Surgery Centers — 4

Baptist Health South Florida

A not-for-profit organization committed to our faith-based charitable mission of medical excellence

BaptistHealth.net/Diversity

Diversity 2012

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