

# Digital Transformation at Baptist Health

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# About Baptist Health

*North Florida's Largest, Most Preferred Health System*

## BAPTIST HEALTH TEAM

One of Jacksonville's largest private sector employers



**15,481**  
Team Members



**2,900**  
Physicians & Advanced Practice Providers

## ABOUT BAPTIST HEALTH

**6** Hospitals

**10** Emergency Centers

**17** Urgent Care Centers

**200+** Primary Care, Specialty, & Outpatient Locations

**\$279.9M** Provided in Community Benefit

**\$3.3B** Operating Revenue



## PATIENT ENCOUNTERS

In FY2024, Baptist Health had



**76,057** Patients Hospitalized  
(Excluding Observation Days)



**7,851** Babies Born



**53,684** Surgeries Performed



**170,481** Behavioral Health Visits

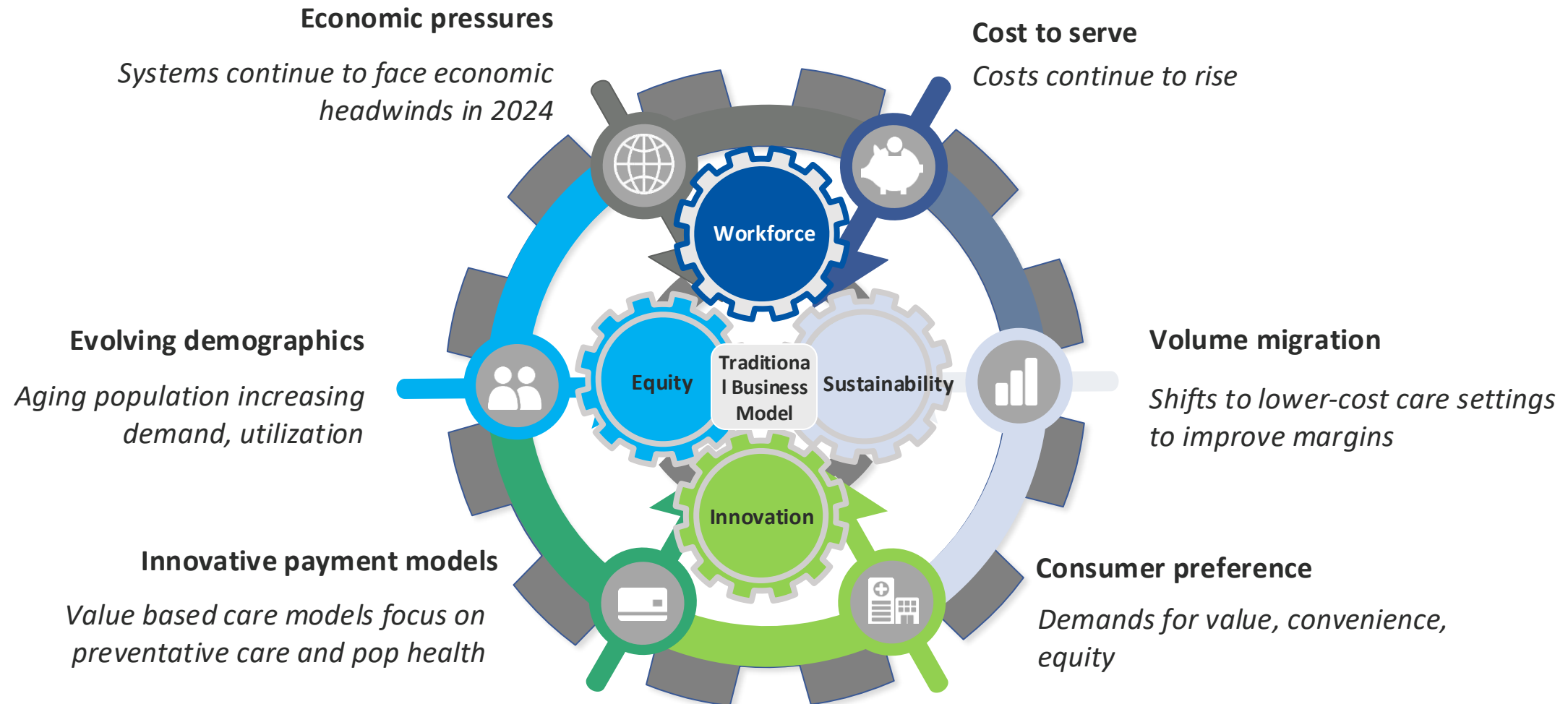


**374,859** Emergency Visits



**816,313** Primary Care Visits

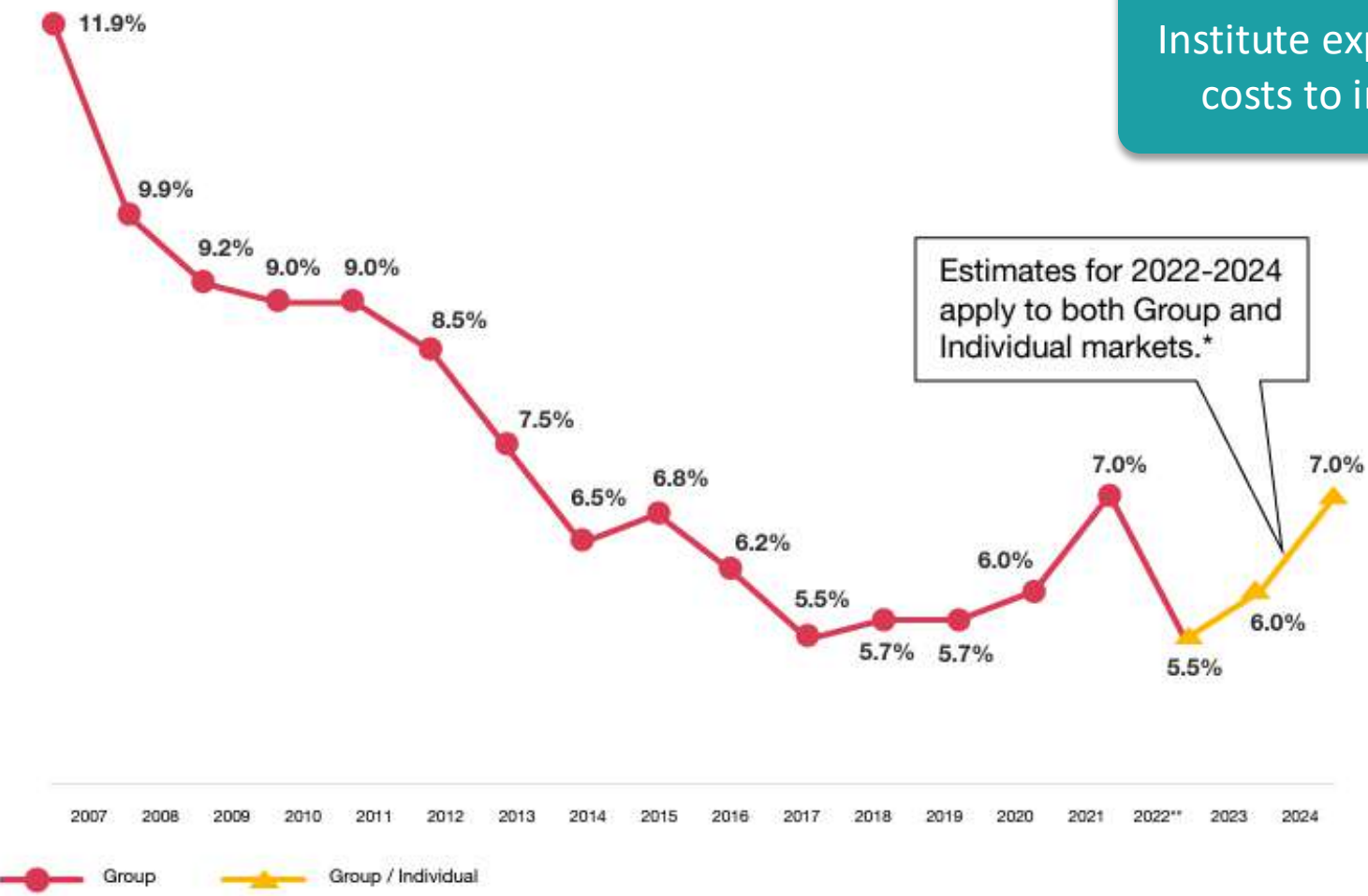
# State of the Industry





# Continued Cost Pressures

PwC Health Research Institute expects medical costs to increase 7%



# Addressing Costs and Affordability

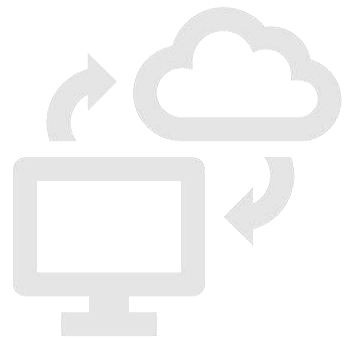
## Headwinds



- **\$12,500**—the amount per capita that the US spends on health care
- **1.3 million**—the number of new direct-care workers needed in the US by 2030 to keep up with demand from older populations and people with disabilities<sup>1</sup>
- **\$820 billion**—Annual cost of US medical bills stemming from air pollution, which leads to an estimated 107,000 premature deaths annually in the US<sup>2</sup>

## Opportunities

- **\$360 billion**—annual potential savings from artificial intelligence (AI) for the US health care system over the next five years<sup>3</sup>
- **\$6.2 billion**—The US market for interoperable clinical data is expected to almost double from \$3.4 billion in 2022 to \$6.2 billion by 2026<sup>4</sup>
- **2 hours**—average time US patients spend in wait and travel time for healthcare visits (increased by 28% for minorities and unemployed individuals)<sup>5</sup>



# Making Progress: by 2030 ...

## Baptist Health Digital Twin

Personalized healthcare  
Predictive forecasting  
using a digital replica of  
real time hospital  
operations and quality  
data  
  
Optimal clinical and  
operational decision-  
making increases  
revenue velocity

## Baptist GPT (Agentic AI) Fully Utilized

Stewardship  
Operational efficiency  
Provider efficiency  
Personalized healthcare

## Ambient Listening Sensors

Provider efficiency  
Personalized healthcare  
Patient and staff safety  
– security, wayfinding  
(patient movement)

## Location-Aware Patient Engagement

Targeted patient  
engagement and  
education  
  
Tailored, immersive  
patient experiences,  
inside the hospital &  
externally  
  
Real-time patient  
throughput monitoring  
& engagement

**Promote Productivity » Thrive with Automation » Increase Revenue » Improve Experience**

# Making Progress: by 2030 ...

## Artificial General Intelligence

Stewardship  
Operational efficiency  
Provider efficiency  
Patient engagement

## Baptist Go-Anywhere

Operational efficiency  
(connectivity inside Baptist walls and externally)  
Cybersecurity optimization – data never leaves Baptist-secured systems  
Device agnostic

## Pop Health Data Science – At Scale

Driving outpatient and remote personalized patient health and education  
Pharmagenomics  
Personalized medicine leveraging social drivers of health (SDOH)

## Fully Immersive Robotics

Operational efficiency – supply, auto replenishment  
Clinical efficiency  
Enables clinicians to work top of license

**Promote Productivity » Thrive with Automation » Increase Revenue » Improve Experience**

# Changing Business Priorities

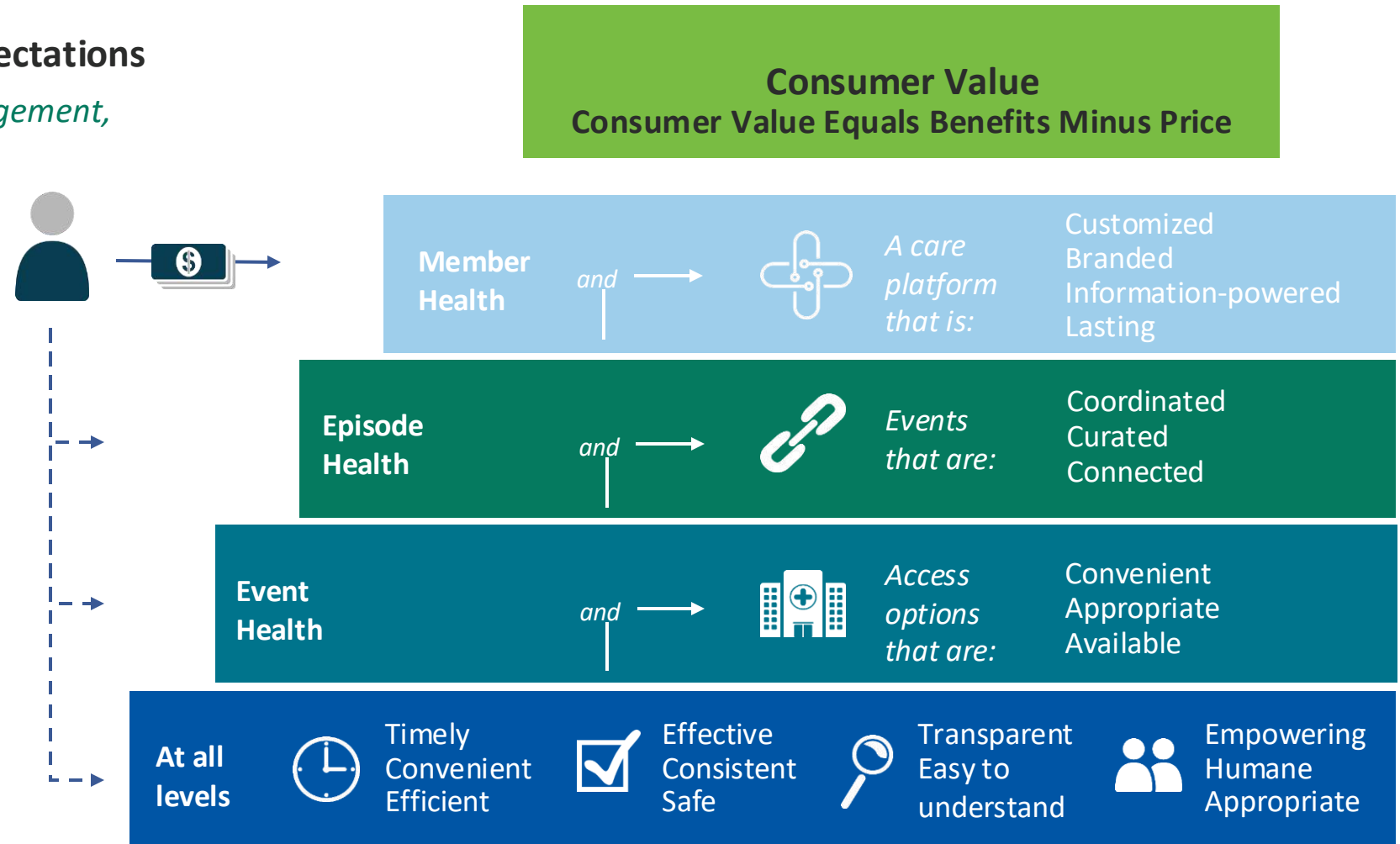


# Platforms

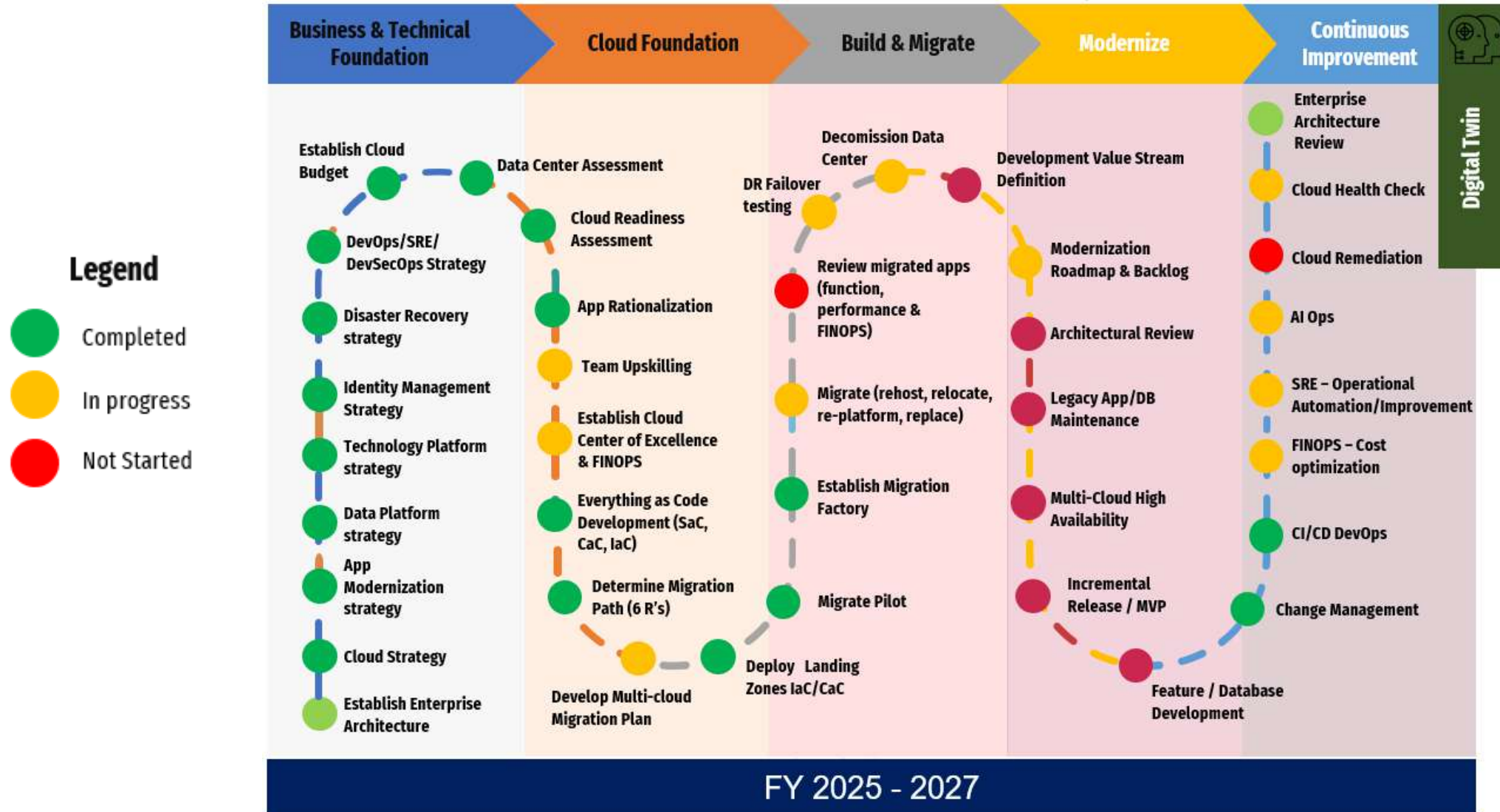
## Adding Value Beyond Baseline Expectations

*Platforms are a means to increase engagement, improve outcomes, and reduce costs*

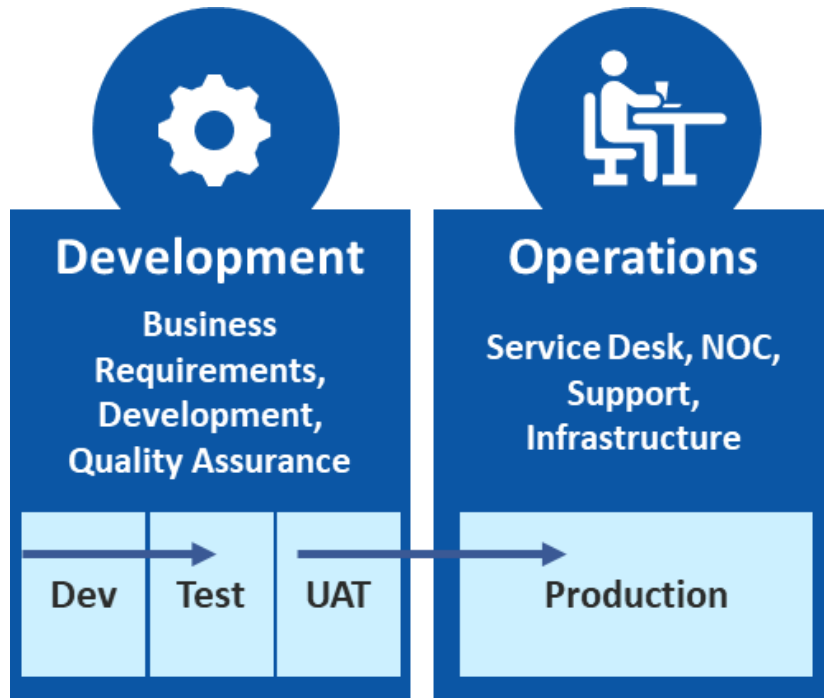
- We must provide the same experience at **every level of interaction** and at a cost less than the benefit to consumers



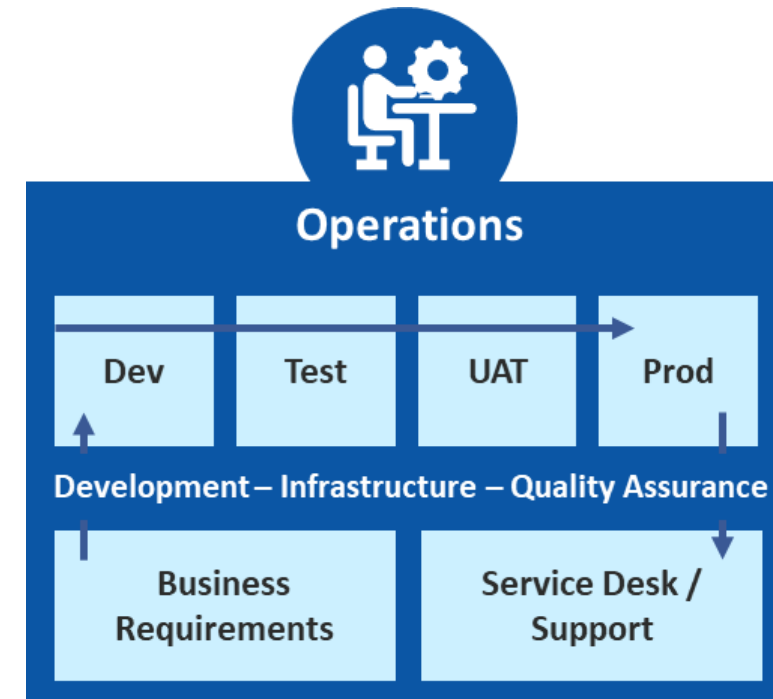
# Platform for Transformation | BHS Cloud Journey Map



# Driving a Product Mentality



- Siloed work
- Slow decision making
- Not aligned to business
- Slow escalations
- Poor communications

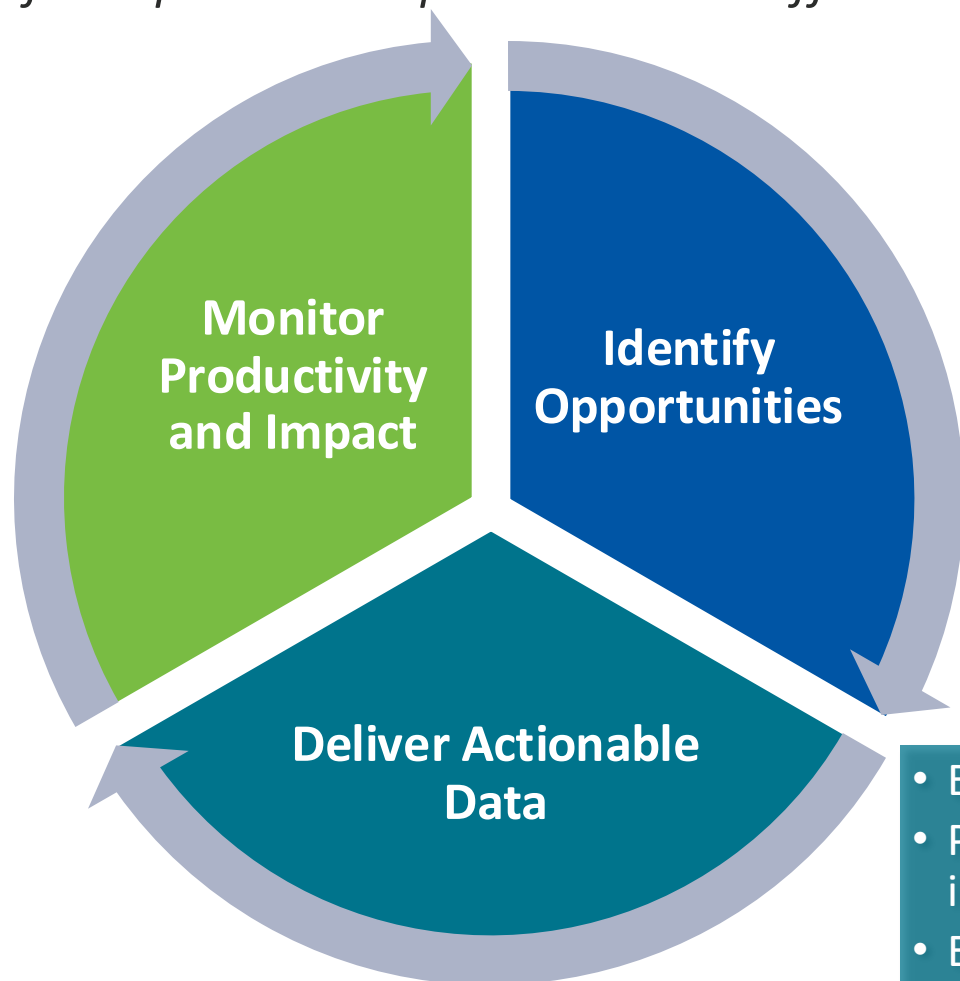


- Automated
- Speed to market
- Agile – ability to respond to change
- Focused
- Continuous testing and quality improvement
- Optimal infrastructure costs

# Analytics Platforms

***Our Charge:*** Create an analytics platform that best supports the business objectives of Baptist Health's Surgical Services and the Preference Card Optimization and Standardization initiative, improving operational performance and workflow for Baptist Health providers and staff.

- Capture daily snapshots of productivity, progress, and the financial impact of our work
- Transform raw data into meaningful metrics that quantify our efforts
- Isolate further global areas of opportunity for follow-up



- Explore and draw out insights through many lenses
- Prioritize areas of opportunity
- Drill down into underlying factors driving performance and clinical variance

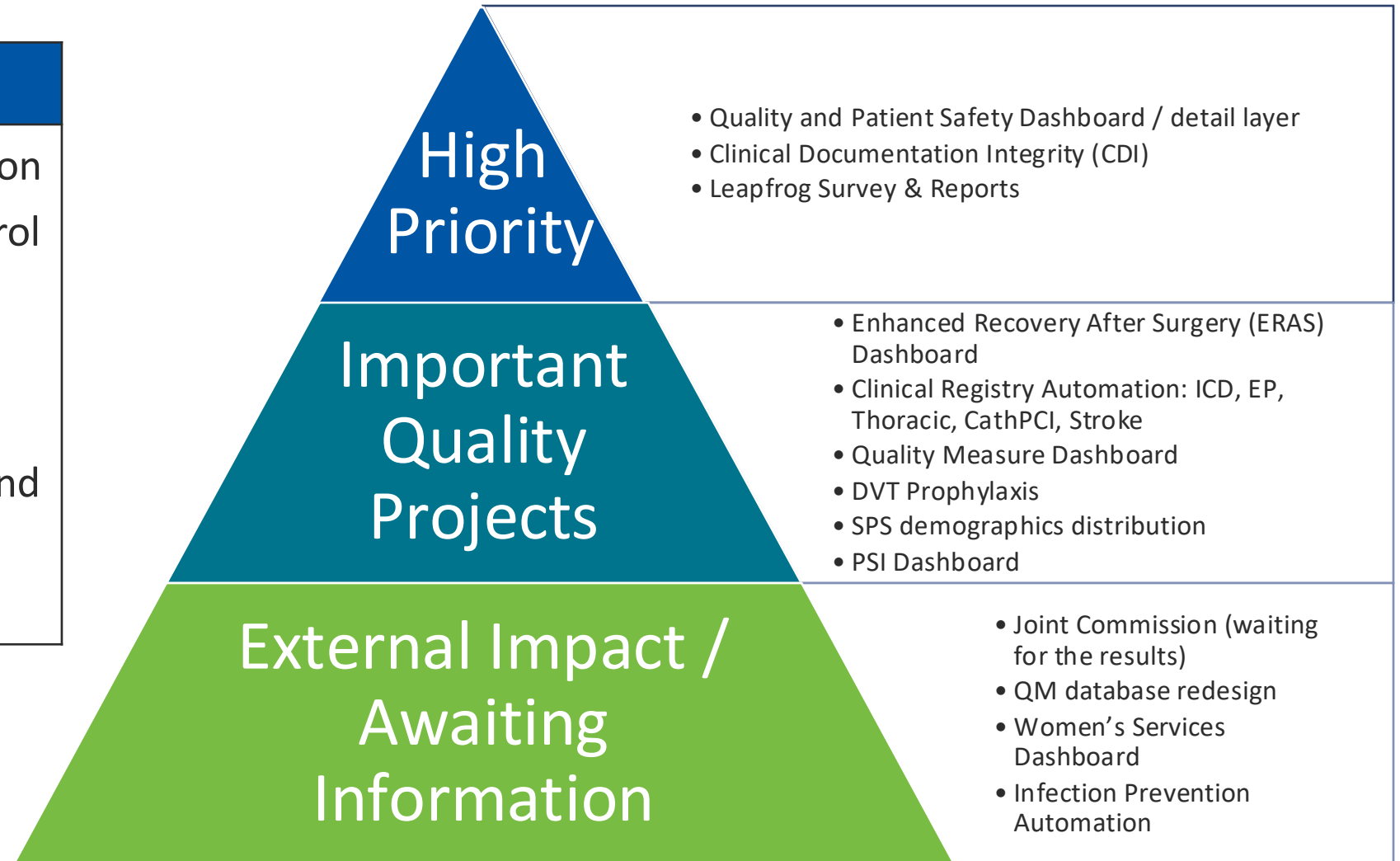
- Empower self-service data discovery
- Produce actionable datasets which enable informed discussions and decisions
- Enhance data usability with recommendations



# Quality Data Governance

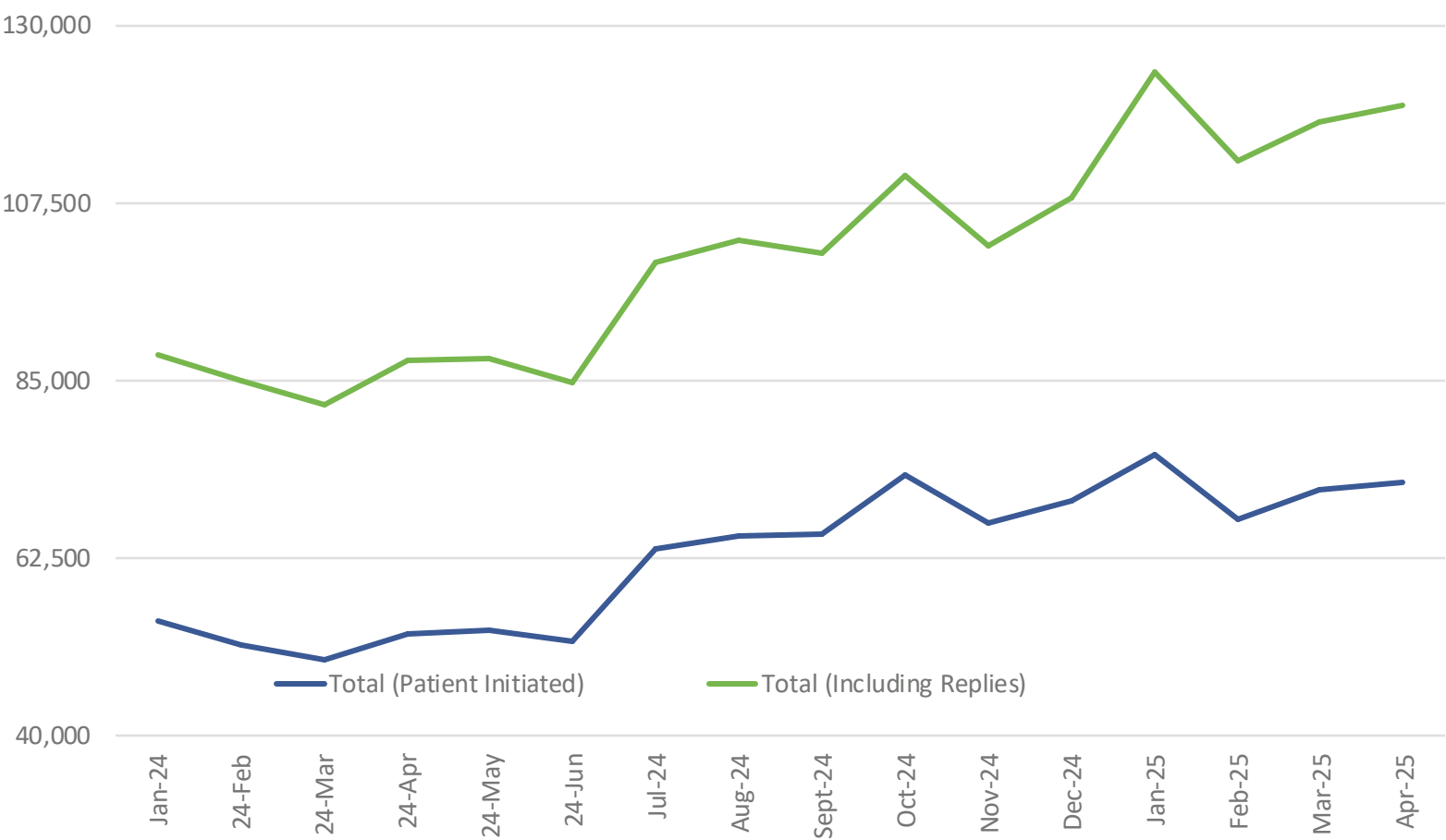
## Highlighted Focus Areas

1. Quality Metric Standardization
2. Infection Prevention & Control Data Structure
3. Quality Program Analysis
4. CCH Metric Alignment
5. Quality Strategic Requests and Prioritization



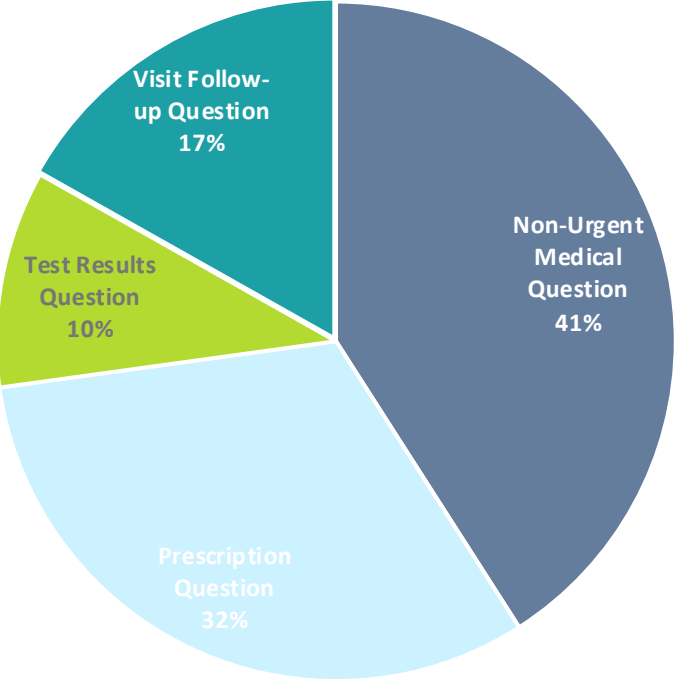
# Provider Experience | AI for In Basket

## Epic In Basket - Automated Response Technology (ART)



**774,414**  
Total Medical Advice  
Requests from  
April 2024 – April 2025

My Baptist Chart Messaging From Patients



# Provider Experience | AI for In Basket

- First Draft Responses to Patient Messages Generated by AI
- In Basket automatically drafts text for a potential response to the patient's message
  - Based on information in the patient's chart such as lab results, medications
  - Providers can utilize the entire message, edit message, or start from scratch

The screenshot displays the In Basket interface with a patient message and a generated draft reply. The patient's information is shown on the left, and the message content is on the right. Below the message, a generated draft reply is provided, along with feedback options.

**Message** | Visits/Patient Info | Meds/Problems | Vitals/Labs | My Last Note | Help

**CT**  
Caroline Test  
Female, 29 y.o., 3/20/1994  
MRN: 44062771  
Phone: 601-999-9999 (H)  
Language: English  
Last Weight: 74.8 kg (164 lb 14.5 oz)  
PCP: Calhoun, Patricia McFall, MD  
Coverage: Humana Medicare/...  
ALLERGIES  
No Known Allergies  
Pended Orders?: No Pended Orders  
Pain Agreement: Not on File  
Health Maintenance: Due  
Pharmacy: WALGREENS DRUG STORE #10709 - WICHITA, KS - 1118 S SENECA ST AT NEC OF SENECA & 31ST [16669]  
Preferred Lab: None

**short term disability** Received: Yesterday

Test, Caroline → P Bpun Primary Care Clinical Support  
Phone Number: 601-999-9999  
Good morning. I had short term disability forms completed that have me returning to work on the 20th. Can this be extended? I work in a call center that requires a headset and continuous calls all day. Although my muffled ear has improved, the headset makes it worse. I have also noticed some tenderness/irritation with the headset and my glasses as it presses on my incision site/scar. Everything has improved but it still effects how I can do my job.

**Generated Draft Reply** AI Pioneering

To extend your short term disability, we will need to complete a new set of forms. Please bring these forms to your next appointment so we can discuss your current symptoms and determine the appropriate return to work date.

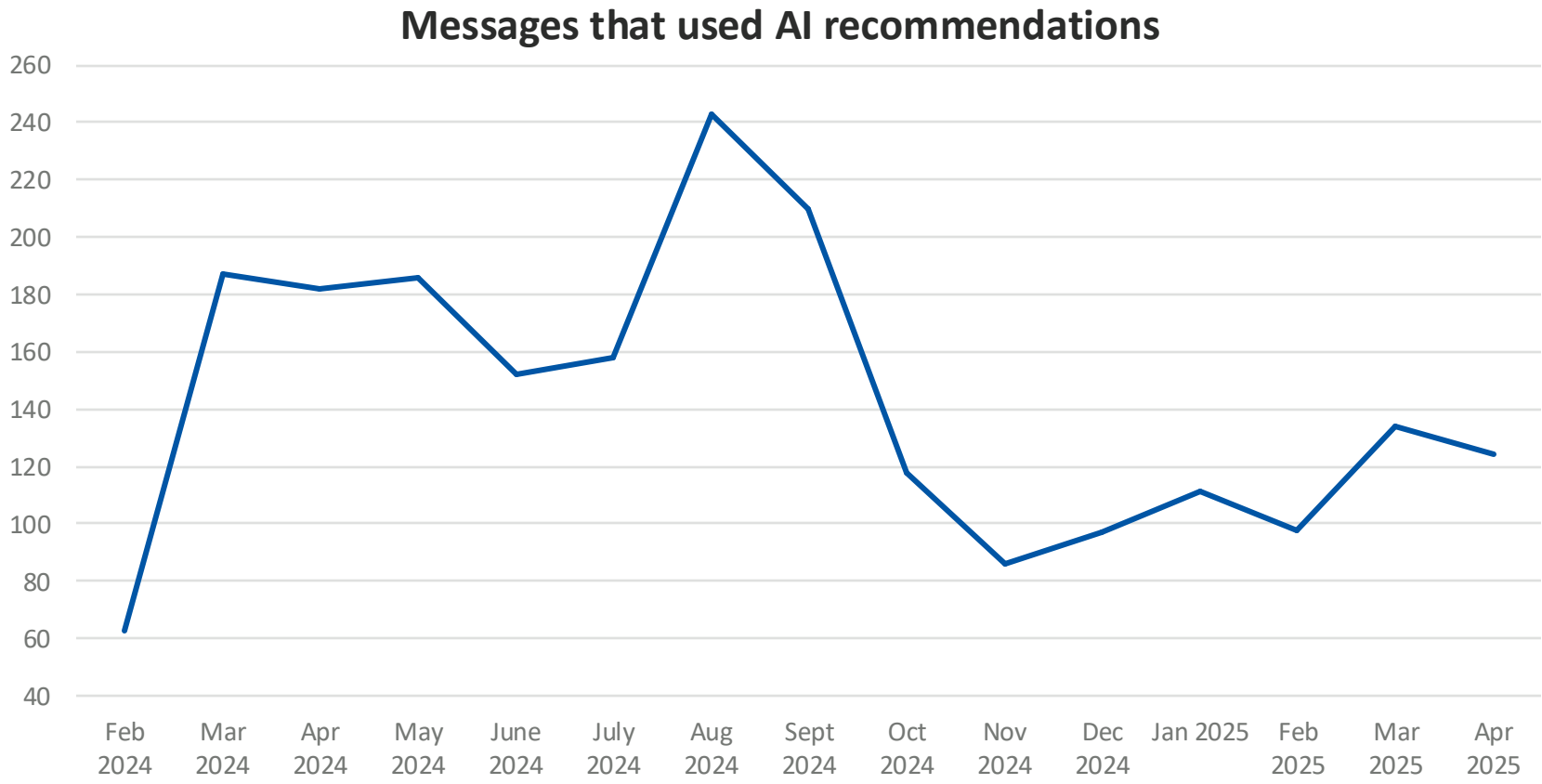
[Learn More](#) [Start with Draft](#) [Start Blank Reply](#)

Did you find the draft reply helpful?

This was helpful This was not helpful

# Provider Experience | AI for In Basket

## Results



- Currently rolled out with select group of providers
- Team is working to roll out to additional providers and practices based on In Basket message volume



# Case Study | Human Trafficking



## Human Trafficking Screening

- Baptist Clinical Leadership team recognized a need to give more attention
- Baptist built model (no current Epic model) based on several indicators of human trafficking
- All patients that present to the Emergency Department are required to have a Human Trafficking Screening completed by nursing

## Results



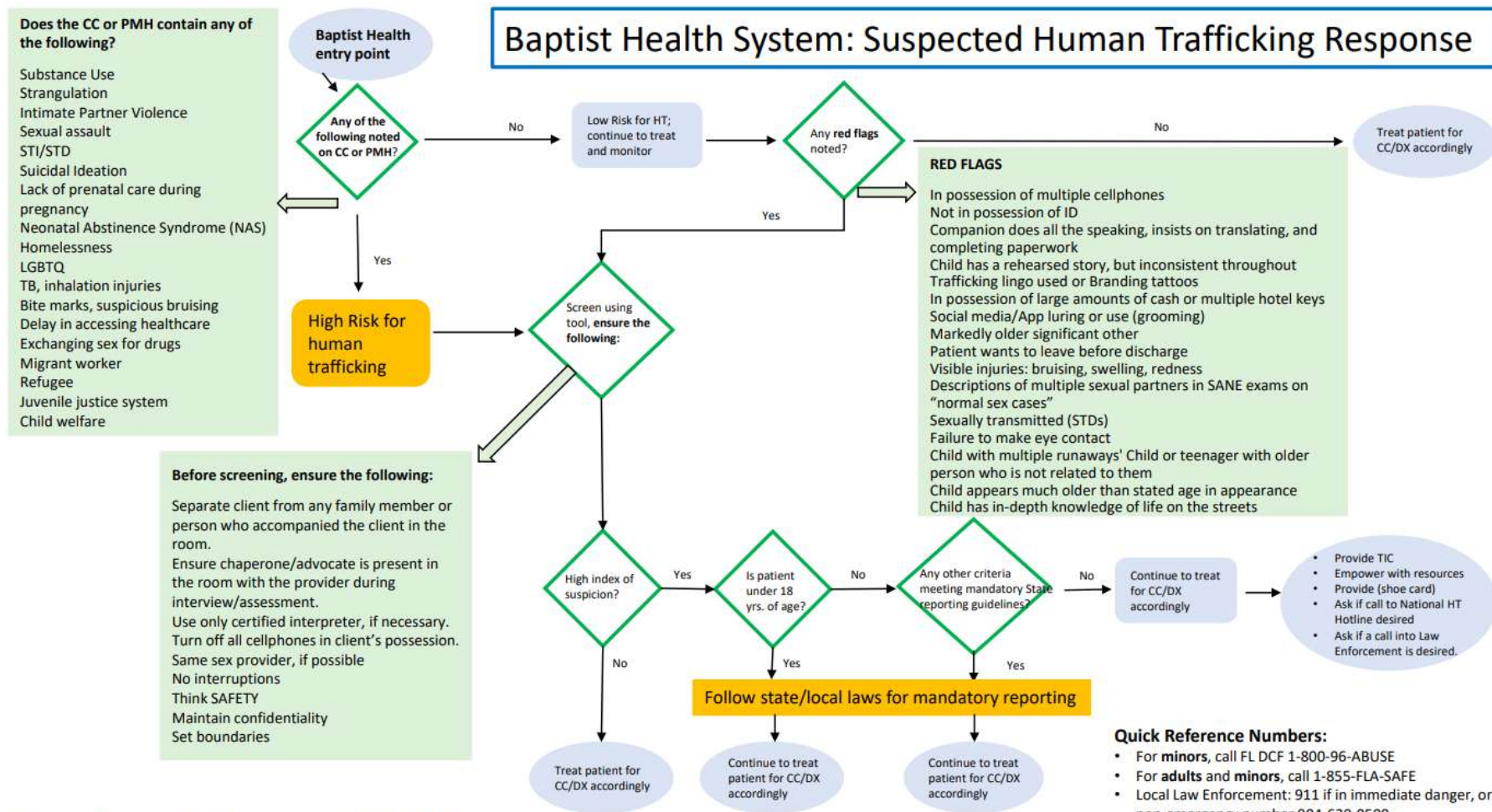
A “yes” response triggers documentation for DCF and the human trafficking hotline



Currently averaging 96% compliance with tool for pediatric ED, 87% adult



Screening tool identified 870 potential Adult victims and 66 potential Pediatric in the first 11 months after going live



\*Adapted from [nuaht.org](http://nuaht.org) Targeted Healthcare Response to Identifying and Treating a Potential Victim of Human Trafficking

### Quick Reference Numbers:

- For **minors**, call FL DCF 1-800-96-ABUSE
- For **adults and minors**, call 1-855-FLA-SAFE
- Local Law Enforcement: 911 if in immediate danger, or non-emergency number 904-630-0500



## Saving Lives

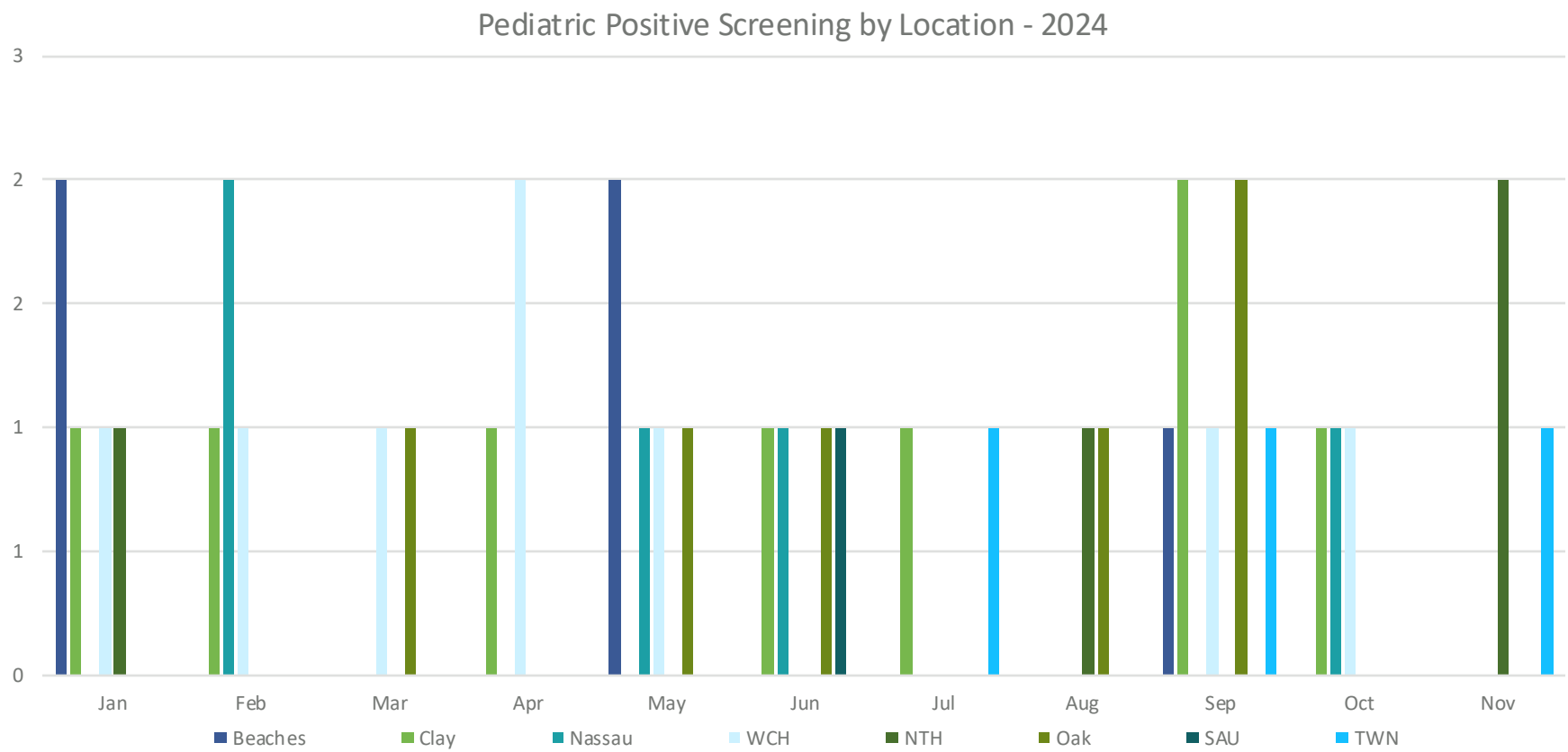
### A 17-year-old patient

presented at Baptist North freestanding ED with complaints of abdominal pain and requested an STD check.

The nurse noticed **inconsistencies** in the patient's story, prompting her to call the **Human Trafficking Hotline**.

It was soon discovered that the **patient was a missing person**, highlighting the critical role of vigilant staff in identifying potential trafficking victims.

40 positive pediatric screenings in 2024



# Aligning to Drive Change

# Value Based Care

## Driving change will require **COLLABORATION**

- It requires ecosystem partners to advance clinical care, research and discovery; to improve public health; decrease health disparities; and lower costs.
- It relies on a foundation of interoperability to enable new value streams through data sharing and partnerships.





# Communication is Key

With strategic alignment and shared KPIs, you don't have to ask, *"How's it going?"*

- Ensure you have a shared understanding of the problem / goal
- Clearly identify roles, deliverables, timelines,
- Create clear lines of communication
- Lean in – don't be passive if you've got concerns
- Be transparent.



# Platform ecosystems

*“What got you here, won’t get you there.”*

- Innovative partnerships
- IT foundations
- Governance
- Product delivery

