

One out of
three people in
West Central Florida
chooses BayCare
for health care.
Here's a look at
our performance
in 2023.

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A Message From Our President and CEO

To all the members of the communities we serve,

I'm proud to share with you our report on BayCare's performance in 2023. Inside these pages, I hope you'll see how providing our communities access to the highest quality, compassionate care is what drives us every day and what also informs our future. At the forefront of those plans is our commitment to clinical excellence. It's also why we remain one of the nation's top health care systems.

You'll see how BayCare's clinical teams are leading their profession and how innovation and technology are driving the future of health care, including at BayCare. Our efforts include everything from being the first to bring new technology to West Central Florida to treat cancer—proton therapy—to innovating at the bedside to improve the patient experience and the nurse's work.

You'll be reminded that BayCare's reputation for compassionate, patient-centered care continues and is recognized nationally. You'll also read stories about how our team members and physicians go above and beyond every day for their patients.

BayCare's mission is to improve the health of all we serve, and that's why our efforts extend beyond the walls of our hospitals, clinics and doctors' offices. Inside this annual report, you'll read of our Community Benefit work, and how BayCare is among the region's largest and best employers, generating a statewide economic impact of \$10 billion every year.

Our Report to the Community is a compilation of the stories behind BayCare's commitment to you and the communities we serve. I hope you'll be as inspired as I am. Thank you for being part of our story.

Sincerely,

Stephanie Conners, MBA, BSN, RN
President and CEO
BayCare Health System

"...BayCare is among the region's largest and best employers, generating a statewide economic impact of \$10 billion every year."



A Message From Our Board of Trustees Chair

Dear community members and friends,

More than a quarter century ago, a visionary group of leaders from both sides of Tampa Bay came together to merge their not-for-profit hospitals to create BayCare. Their goal was to combine forces in a mission to improve the quality of health care in our community. Quality began and remains our true North. That's why we're the leader in the West Central Florida region for providing access to the highest quality care—in our hospitals and in hundreds of locations across our communities.

Just one measure of BayCare's impact on our region is our commitment to Community Benefit. Providing care is so much more than what happens inside our facilities; it's also what happens outside them. This year, we provided more than \$557 million to address health care needs in West Central Florida, including charity care for individual patients, funding for dozens of school-based food pantries to address food insecurity and so much more.

Daily, our team members join forces with partners across the region to develop ways to improve the health of all we serve. Working together increases our impact and improves the entire population's health, not just those who walk into our facilities.

As a volunteer leader of the region's largest community-owned health care system, I can faithfully tell you that we remain steadfast in our dedication and commitment to serving you and your families. Thank you for the opportunity.

Sincerely,

Jim Cantonis
Chair, BayCare Board of Trustees

Board of Trustees

The BayCare Board of Trustees, comprised of established, well-respected members of our community, is entrusted to support the Mission, Vision, Values and strategic plan of our organization. The board helps ensure quality, growth, financial performance and strategic directives, while also strengthening our community involvement. As a 501(c)(3) not-for-profit organization, BayCare is overseen by a volunteer Board of Trustees that includes representation from each of its founding member organizations.

Officers

Jim Cantonis, *Chair*
Ralph Garcia, *Vice Chair*
Charlie Osterholt, *Secretary-Treasurer*

Board Members

Alan Bomstein
Jennifer Buck, MD
Andy Burwell
Hugh Campbell
Katie Cole
Rick Colón
Stephanie Conners
Benjamin "Benje" Damsker
V. Raymond Ferrara
Yvonne Fry
Tracy Halme, MD
Gay Lancaster
Susan Latvala
D. William "Bill" Morrow
Sr. Patricia Shirley, OSF
Cathy Swanson
Lauren Weiner



About BayCare

One of the nation's best-performing health care systems, BayCare is the largest not-for-profit health care system dedicated solely to the communities of West Central Florida, with primary service in Hillsborough, Pasco, Pinellas and Polk counties. BayCare is renowned for delivering the highest clinical excellence with extraordinary, compassionate care.

History

In 1997, several independent, locally founded, not-for-profit hospitals entered into a joint operating agreement to ensure the Tampa Bay region would continue to have access to not-for-profit health care. The hospitals agreed to be operated by a new entity—BayCare Health System—that would be committed to providing high-quality, compassionate care to the entire region.

BayCare Today

BayCare operates 16 hospitals, including a children's hospital with a level II pediatric trauma center; has a robust physician group, BayCare Medical Group (BMG); and provides extensive outpatient services. We're the region's largest provider of pediatric services and behavioral health services and operate one of the state's largest home care services, BayCare HomeCare, across 13 counties. BayCare sponsors **BayCarePlus**[®], a suite of Medicare Advantage plans. Backed by sound financial stewardship, we've maintained a deep commitment to investing 10% of our revenues into the community.

Our Mission, Vision and Values guide our team every day.

Mission

Improve the health of all we serve through community-owned services that set the standard for high-quality, compassionate care.

Vision

BayCare is the best place to work, receive and provide care. We are powered by an extraordinary team that delivers quality, drives innovation and embraces inclusivity.

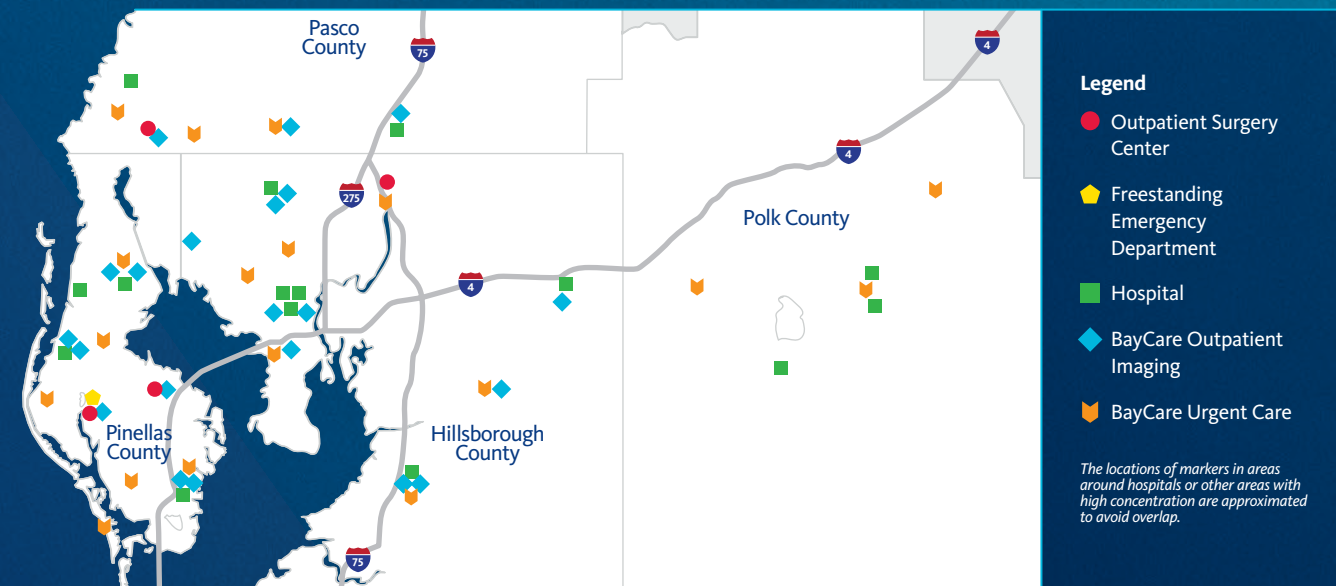
Values

The values of BayCare are *trust, respect and dignity*, and reflect our *responsibility* to achieve health care *excellence* for our communities.

For more information, go to [BayCare.org/Annual-Report](https://www.baycare.org/Annual-Report).

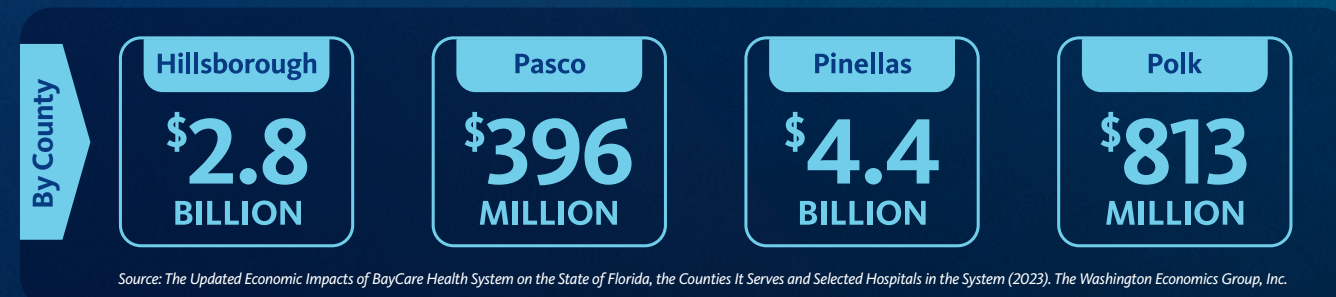
An Integrated System Built for West Central Florida

BayCare's commitment to the right care in the right place is evident in our investment in access points across West Central Florida so patients can get the care they need close to home. That commitment includes recent expansion into north Manatee County by BayCare Medical Group and plans to build a new hospital to open in 2027, BayCare Hospital Manatee.



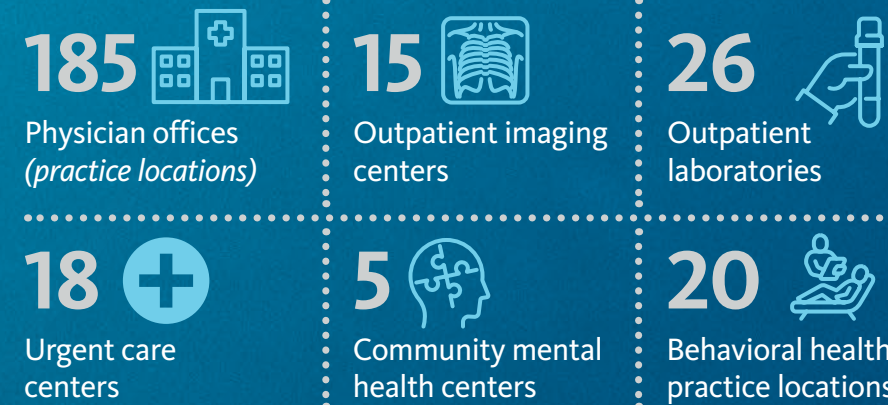
An Economic Engine for Florida

BayCare's commitment to serve the growing communities of West Central Florida also means it helps drive a healthier economy for the entire region, generating high-quality jobs and contributing to the state's vitality by \$10 billion annually, according to a 2023 study by Washington Economics Group. For more information about BayCare's economic impact, go to [BayCare.org/EconomicImpact](https://www.baycare.org/EconomicImpact).



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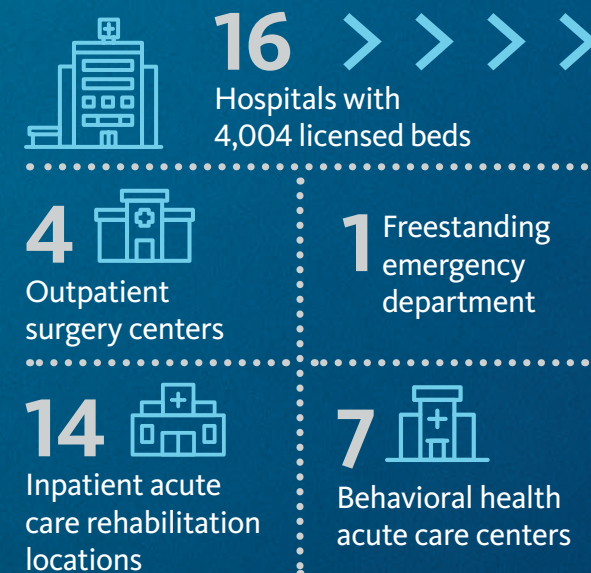
Our Network 2023 | Community-Based Care



Medicare Advantage Plan — BayCarePlus — sponsored by BayCare

A suite of Medicare Advantage plans offered by BayCare Select Health Plans, a subsidiary of BayCare

2023 | Acute Care



- Bartow Regional Medical Center (BRMC)**
Founded 1925 | 72 beds
- BayCare Alliant Hospital (BAH)**
Founded 2008 | 48 beds
- BayCare Hospital Wesley Chapel (BHCW)**
Opened March 2023 | 86 beds
- Mease Countryside Hospital (MCH)**
Founded 1985 | 387 beds
- Mease Dunedin Hospital (MDH)**
Founded 1937 | 120 beds
- Morton Plant Hospital (MPH)**
Founded 1916 | 599 beds
- Morton Plant North Bay Hospital (MPNBH)**
Founded 1965 | 222 beds
- St. Anthony's Hospital (SAH)**
Founded 1931 | 448 beds
- St. Joseph's Hospital (SJH)**
Founded 1934 | 615 beds
- St. Joseph's Children's Hospital (SJCH)**
Founded 1990 | 219 beds
- St. Joseph's Women's Hospital (SJWH)**
Founded 1976 | 100 beds
- St. Joseph's Hospital-North (SJHN)**
Founded 2010 | 210 beds
- St. Joseph's Hospital-South (SJHS)**
Founded 2015 | 223 beds
- South Florida Baptist Hospital (SFBH)**
Founded 1953 | 147 beds
- Winter Haven Hospital (WHH)**
Founded 1926 | 447 beds
- Winter Haven Women's Hospital (WHWH)**
Founded 1987 | 61 beds

2023 | Post-Acute Care





The Best Care

At BayCare, clinical excellence works together with compassionate care. That means the best health care for West Central Florida—from attracting the best doctors and providing access to the newest medical interventions to keeping patients safe while they're receiving care and helping them recover as soon as possible.

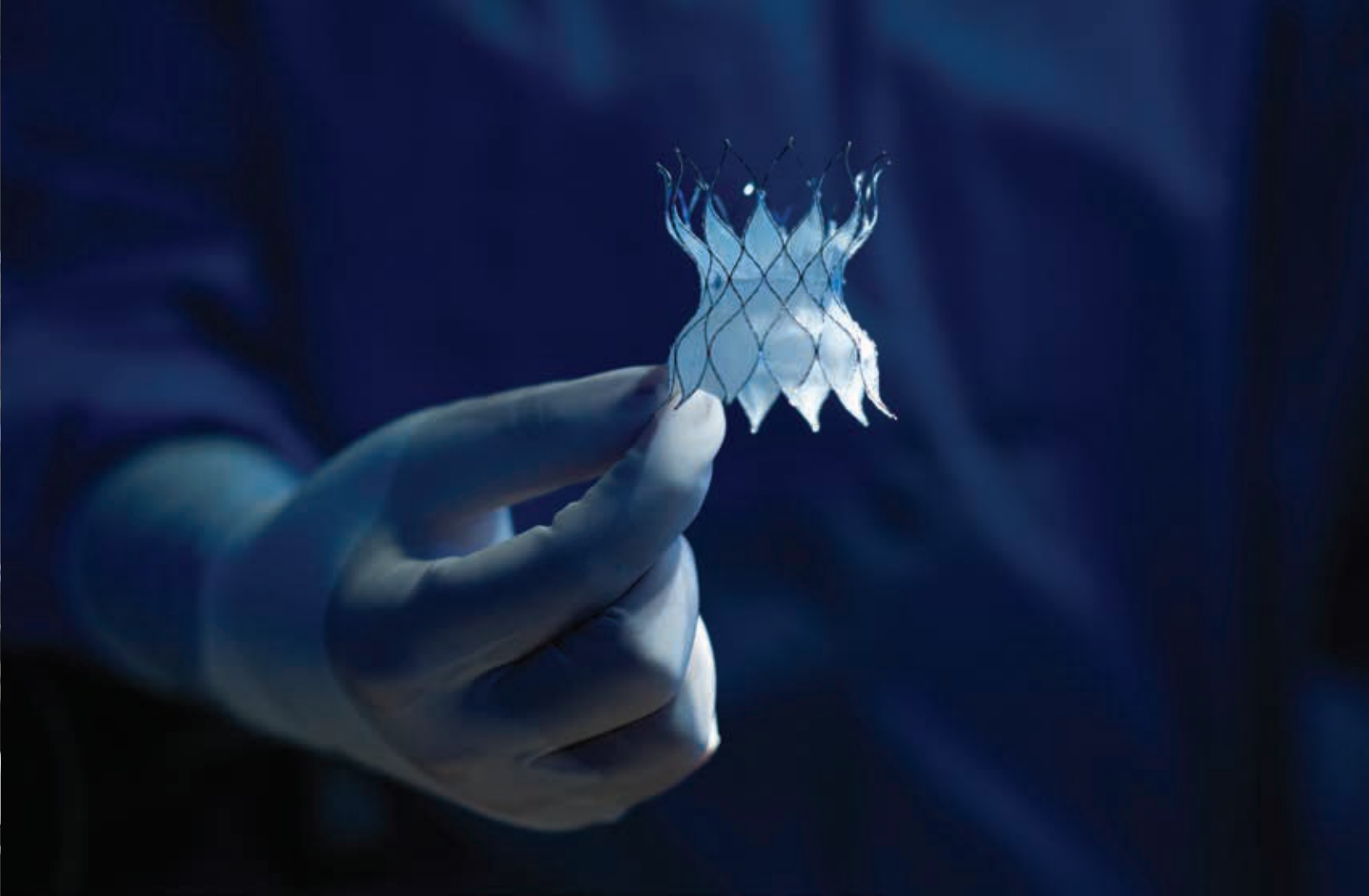
It means world-class pediatric care including a hospital—St. Joseph's Children's Hospital—that has the highest level neonatal intensive care unit, a level II pediatric trauma center and the nationally recognized Daniel J. Plasencia, MD, Children's Chronic Complex Clinic. It means performing 18,000 orthopedic surgeries annually—the most in the region—to help people get on with their lives. And when the unthinkable happens, it's about being ready with 12 certified stroke centers and nationally ranked cardiovascular care. It means not resting on our laurels. Through innovation and the smart adoption of technology, BayCare continues to enhance patient outcomes, provide advanced behavioral health treatment and deliver safer, evidence-based protocols and procedures. The best health care is also about building for the future, including a steadfast commitment to attracting and training the next generation of doctors so high-quality care dedicated to the community and provided with compassion continues in West Central Florida for decades to come.

“The relentless pursuit of clinical excellence will continue to be our true north as we evolve, extend and expand services at all care delivery points.”

Dr. Sowmya Viswanathan
Chief Physician Executive, BayCare



Surgeons at Morton Plant Hospital perform a transcatheter aortic valve replacement (TAVR) procedure. Using the TAVR procedure, surgeons and cardiologists can replace a failing aortic valve without opening a patient's chest.



The transcatheter aortic heart valve is inserted into valves through a catheter, sparing patients from having open-heart surgery.

A National Leader in Cardiovascular Care

55,042 

Number of cardiac surgeries and procedures performed by BayCare teams

BayCare is West Central Florida's leading provider of heart care for children and adults. In 2023, all BayCare's open heart centers achieved the highest quality three-star rating from the Society for Thoracic Surgeons. This designation, awarded for superior outcomes in open-heart surgery, places Morton Plant Hospital, St. Joseph's Hospital and Winter Haven Hospital in the top 10% of hospitals in the nation to receive the three-star rating for cardiac surgery outcomes.

Advancing Care Through Research

BayCare continued its tradition, through research and clinical trials for medical devices and procedures, to advance the most innovative care.

A First in Aortic Valve Replacement

Morton Plant Hospital's pioneering team, led by interventional cardiologist Lang Lin, MD, and cardiovascular surgeon Joshua Rovin, MD, FACS, became Florida's first to apply the transcatheter aortic valve replacement (TAVR) procedure for aortic regurgitation in native valves.

A New Treatment for Atrial Fibrillation (AFib)

For years, doctors at St. Joseph's Hospital Heart and Vascular Institute have contributed to clinical trials to address AFib, which causes the heart to beat irregularly or too fast and can lead to stroke. One of those trials led to the U.S. Food and Drug Administration (FDA) approval of the new POLARx FIT™ cryoballoon catheter—the only FDA-approved stand-alone treatment for patients who have long-standing persistent AFib. St. Joseph's Hospital Heart and Vascular Institute was the first in Central Florida to perform the procedure.



Physical therapy assistant Susan Lacey was part of a team that helped Freddie Walton get strong enough to leave the intensive care unit.

Liberating Freddie

Freddie Walton had a stroke and then a heart attack in 2023 at age 47. He spent weeks on a ventilator in the intensive care unit at Morton Plant Hospital and his condition began to worsen. Many BayCare team members, including physical therapists, worked hard to improve Freddie's condition by getting him moving safely from sitting upright to standing at the edge of the bed to taking his first steps using a body-weight support system.

Physical therapy assistant Susan Lacey developed a special rapport with Freddie and was determined to help him get stronger so he could leave the ICU. During their sessions together, she even played music including "Freddie, My Love" from "Grease" and the "Rocky" theme song to motivate him. Freddie's wife, Charlene, later sent the team a video that showed him walking in their neighborhood. "They just helped me so much," Freddie said. "Everybody there was pulling for me."

Improving Quality of Life After the ICU


On any given day, BayCare's 19 intensive care units (ICUs) provide critical care for up to 372 patients. Interdisciplinary teams plan daily care, but they also focus on each patient's "ICU liberation," by designing a path to ease their transition back to life after discharge.

BayCare's efforts, based on the Society of Critical Care Medicine's research, seek to shield patients from common adverse effects of the ICU, such as pain, sedation, immobility and sleep disruption. Team members involve families and multidisciplinary critical care teams in the care process.

Benefits of ICU Liberation at BayCare

14% 

Shorter length of stay in the ICU

31% 

Decrease in median ventilator days

29% 

Fewer ICU admissions (based on standardized risk determination by interdisciplinary teams)

Building Better Care

BayCare believes the best care is when patients achieve optimal health outcomes, because they receive the right care at the right time in the right place. "This transformation is about challenging ourselves to examine everything we do in health care to make sure it's contributing to excellent patient outcomes, as effectively as possible," said Emily Scott, BayCare senior vice president and chief transformation and service line officer.

It means designing pathways to reduce variation, so patients receive the highest, evidence-based care. It also means providing care that avoids unnecessary emergency visits, testing, hospital stays and other unexpected costs.

The ethos is called care transformation and at BayCare, it's a daily effort. Multidisciplinary teams, working in concert with frontline team members, make observations and suggestions, mine data and perform analyses to confirm which treatments lead to the best outcomes for major conditions. Then they share that information across the system and put those ideas into action. By doing so, BayCare takes its commitment to improving the health of all it serves one step further—through consistently, systematically reimagining care delivery to ensure BayCare patients have the best chance for recovery, while also keeping an eye on health care expenses. That's better for everyone.

Benefits of Care Transformation Efforts

15,241 

Hospital admissions from emergency department prevented since 2021

8,002 

Hospital days saved (for patients with chronic obstructive pulmonary disorder, sepsis and heart failure)

\$34.7 million 

In medical savings through care transformation initiatives (cumulative total of approximately \$73 million realized over three years)



BayCare's eICU Ranked No. 1

At BayCare, each adult ICU patient has both a bedside nurse and an eICU nurse monitoring their care. We have the largest single health system virtual ICU in the nation and are ranked first in best practice compliance for 2022 and 2023 among health systems using the Philips eICU patient monitoring platform.

Team member Levi Johnson is one of the many experienced critical care nurses who operate the eICU.



Wyatt Quevedo and his mother, Roxannet, regularly visit St. Joseph's Children's Hospital for checkups with his physician, Dr. Erin Cockrell, and treatments for his hemophilia.

Giving Wyatt the Care He Needs

When he was 1 month old, Wyatt Quevedo was diagnosed with a severe form of hemophilia A, a condition that means his body lacks sufficient blood clotting factors, raising the risk of life-threatening bleeding. Now a high-energy 2-year-old, Wyatt is a patient at BayCare's Center for Bleeding and Clotting Disorders at St. Joseph's Children's Hospital, where he has access to the most advanced treatments and clinical trials.

Hemophilia is an inherited disorder, but Wyatt was the first known member of his family to have it. The diagnosis was traumatic for the family, but Wyatt's mother, Roxannet Quevedo, said her care team at St. Joseph's Children's Hospital has made all the difference.

"I have so much support now," she said. "His doctor, Dr. Erin Cockrell, is like family. If there's an emergency, we go to the emergency room at St. Joseph's Children's Hospital, and they have an amazing team that knows what Wyatt needs. In fact, we just moved from Dade City to Tampa so we could be closer to the hospital. Now we're only five minutes away."

Caring for the Whole Person



44,049

Individuals who were provided with behavioral health services by BayCare

Recognizing that optimal health includes good mental health, BayCare is unique in its integrated approach to delivering behavioral health services, including in primary care, emergency room, inpatient hospital and urgent care settings. In 2023, BayCare provided behavioral health services to 44,049 unique individuals. The proactive approach included:

- Working with Hillsborough County to open the region's first joint psychiatric and medical hospital unit at St. Joseph's Hospital-North in Lutz
- Ensuring pediatric oncology patients had access to behavioral health support in their specialty clinics
- Expanding its Mobile Response Teams—partnerships with sheriff's departments, schools and hospitals in Hernando and Pasco counties—to respond to adults and teens in crisis
- Continuing as the largest provider of Employee Assistance Programs for large employers and nonprofit organizations, including churches
- Sustaining extensive community partnerships with programs that serve chronically mentally ill individuals and children and their families and children of addicted parents

One out of three BayCare knee and hip replacement surgical patients went home the same day as their surgery.



Retired U.S. Army nurse Dianna Bushaw underwent a robotic knee replacement in January 2023. Two months later, she returned to her dog walking business. In 2023, BayCare performed 18,826 orthopedic surgeries, including robotic orthopedic joint replacements.



Aiya Aceti, 20, rings the bell at St. Joseph's Children's Hospital signifying his cancer-free status.

Curing Childhood Cancers

Fifty years ago, childhood cancers had cure rates of less than 20%. But cutting-edge research, such as that done at Bayless Children's Cancer Institute at BayCare's St. Joseph's Children's Hospital (SJCH), has helped shift the odds. Today, more than half a million adults are survivors of childhood cancer, and BayCare patients have a cure rate that exceeds national averages.

In 2023, BayCare facilitated over 40 clinical trials for children with cancer and in the past three years, BayCare patients have achieved a 90% cure rate, surpassing the national average.

Among them was Aiya Aceti, who battled multiple brain tumors and testicular cancer, under the care of pediatric neuro-oncologist Trisha P. Larkin, MD, MBA, and the SJCH pediatric hematology-oncology team. In 2023, at the age of 20, Aiya celebrated his cancer-free status by ringing the bell as team members applauded, and he and his family shared a moment of gratitude. Today, Aiya is a college film major and plans to direct a documentary about his cancer journey.

The Most Accredited Bariatric Programs

BayCare has the most accredited hospital bariatric programs in the region, with seven accredited by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP). A quality program established by the American College of Surgeons, MBSAQIP accredits bariatric surgery centers in the U.S. and Canada that have undergone an independent, voluntary and rigorous peer evaluation in accordance with nationally recognized bariatric surgical standards. Those hospitals are Mease Countryside Hospital, Mease Dunedin Hospital, St. Anthony's Hospital, St. Joseph's Hospital, St. Joseph's Hospital-South, South Florida Baptist Hospital and Winter Haven Hospital. BayCare is one of the only health care systems to offer an orthopedic weight loss program designed specifically for patients in need of a joint replacement who may require weight loss to improve their postsurgical outcomes.

Finding Health Care's Potential

Through 450 health research projects, including 250 sponsored clinical trials, BayCare helped advance the future of medicine in 2023. Some of the world's best-known hospital systems, academic institutions and manufacturers of medical devices and drugs sought out BayCare for participation in their own research projects. This provided BayCare patients access to potentially cutting-edge treatments before they were available on the market.

One Trial's Outcome: Hope for Breast Cancer Treatment

With 82 participating patients, BayCare was one of the largest enrollers in a pivotal clinical trial whose results are expected to help improve surgical outcomes for patients with breast cancer undergoing lumpectomy procedures. The Investigation of Novel Surgical Imaging for Tumor Excision (INSITE) trial, sponsored by Lumicell, Inc., was led at BayCare by Dr. Peter Blumencranz at Morton Plant Hospital, involved clinicians from the hospital and team members from laboratory, pathology, pharmacy and BayCare Medical Group, and was supported by BayCare research teams as well. The trial evaluated LUMISIGHT™, an optical imaging agent, used in combination with the Lumicell™ Direct Visualization System (DVS). These products are investigational and are for use in patients with breast cancer who are undergoing lumpectomy procedures. This combination product is designed to assist in the detection of residual cancerous tissue within the lumpectomy cavity following the removal of the primary specimen, to illuminate residual cancer in real time.

LUMISIGHT and Lumicell DVS are currently under FDA review and aren't commercially available. Read more about the trial's findings in the *New England Journal of Medicine: Evidence* "Intraoperative Fluorescence Guidance for Breast Cancer Lumpectomy Surgery."

Training the Next Generation

In its commitment to help address the region's need for more physicians, BayCare reached a milestone in 2023, obtaining 10-year Continued Accreditation status from the Accreditation Council for Graduate Medical Education to serve as a sponsoring institution. The status sets the stage for BayCare to broaden its graduate medical education across multiple specialties.

BayCare-sponsored residencies in psychiatry and pediatrics welcomed six and eight new residents, respectively, in 2023. These complement the well-established family medicine programs affiliated with the University of South Florida at Morton Plant Hospital and Florida State University at Winter Haven Hospital, the latter of which had its first graduating class in 2023. Winter Haven Hospital is also home to a pharmacy residency program. The vast majority of residency graduates have chosen to continue to practice in West Central Florida, helping to address the need for health care access for our communities.



Peter Blumencranz, MD

"The practice of medicine is constantly evolving and BayCare is committed to being at the forefront. By investing in physician education and research, we will make sure that BayCare's exceptional physicians and clinicians continue to innovate and grow as they deliver the most advanced care for our patients and the entire region."

Stephanie Conners
President and CEO, BayCare



2023 Awards for Clinical Excellence and Patient Experience

In 2023, BayCare was recognized for its patient safety, clinical outcomes and exceptional patient experience.

Fortune/PINC AI placed BayCare in the nation's top quartile of large U.S. health systems for clinical outcomes, operational efficiency and patient experience.

Straight A's in Patient Safety

All 11 of BayCare's eligible acute-care hospitals received "A" grades on patient safety in the fall of 2023 from the Leapfrog Group. This national nonprofit organization evaluates nearly 3,000 general hospitals on patient safety, focusing on infections, accidents, injuries and errors.

"This is a tremendous accomplishment—it's exceedingly rare for all the eligible hospitals within an organization as large as ours to achieve all A's," said Dr. Laura Arline, BayCare's chief quality officer.

Healthgrades Recognition for Clinical Outcomes

Also in 2023, individual hospitals within BayCare received 11 five-star ratings and recognition for exceptional care in 15 areas from Healthgrades. Healthgrades ranks hospitals based on clinical outcomes across 31 conditions and procedures. The analyses are based on 45+ million Medicare medical claims at over 4,500 hospitals nationwide for the most recent three-year period available, and hospitals can't opt out or submit their own data. Included in the Healthgrades recognition for exceptional care in 2023 were:

■ Morton Plant Hospital

- Number 1 hospital in Florida for cardiac surgery
- Top 10% in the nation for cardiac surgery
- America's 100 Best Hospitals for Spine Surgery™

■ St. Joseph's Hospitals

- America's 100 Best Hospitals for Prostate Surgery™
- Rated in top 10% of hospitals evaluated for gynecologic surgery for six years in a row (2018–2023)

"This is a tremendous accomplishment—it's exceedingly rare for all the eligible hospitals within an organization as large as ours to achieve all A's."

Dr. Laura Arline
Chief Quality Officer, BayCare

A Leader in Heart and Stroke Care



Physicians at St. Joseph's Hospital's Heart and Vascular Institute were the first in Central Florida to perform a new procedure for persistent atrial fibrillation (AFib). St. Joseph's Hospital was named a Top 50 Cardiovascular Hospital for the fifth time by PINC AI and Fortune in 2023.

In 2023, BayCare's open heart centers achieved the highest quality three-star rating from the Society for Thoracic Surgeons, which placed Morton Plant Hospital, St. Joseph's Hospital and Winter Haven Hospital in the top 10% of hospitals in the nation to receive the three-star rating for cardiac surgery outcomes.

St. Joseph's Hospital was named a Top 50 Cardiovascular Hospital for the fifth time by PINC AI and Fortune.

The American Heart Association recognized multiple BayCare hospitals for meeting its quality-of-care achievement measures for stroke care:

- **Get With the Guidelines—Gold Plus Achievement:** Morton Plant Hospital, St. Joseph's Hospital and Winter Haven Hospital
- **Get With the Guidelines—Silver Plus Achievement:** Bartow Regional Medical Center, Mease Dunedin Hospital, St. Anthony's Hospital, St. Joseph's Hospital-South

Extraordinary Patient Experience

BayCare earned 12 Press Ganey Human Experience Awards® for extraordinary patient experience based on patient surveys, including three "Pinnacle of Excellence—Patient Experience" awards for achieving the top 5% in patient experience over a three-year period.

BayCare Outpatient Surgery Centers Achieve a First in the U.S.

BayCare's ambulatory surgery centers were the first in the U.S. to achieve the American Nurses Credentialing Center's Pathway to Excellence designation for superior work environments. They joined BayCare's eligible hospitals in earning the Pathway to Excellence designation in 2023.

For more information, go to [BayCare.org/Annual-Report](https://www.baycare.org/Annual-Report).



Leading Edge of Health Care

When a health care system is dedicated to elevating and innovating every aspect of care, patients benefit. That's why in 2023 BayCare enhanced both patient and provider experiences with innovative tools that improved care, reduced wait times and allowed more face-to-face time between patients and physicians.

BayCare embraced opportunities to partner with leading health care technology companies to implement patient-centered innovations to strengthen family bonding and help patients get back home to their families sooner. It piloted hands-free clinical notetaking tools to help clinicians spend more time listening to and focusing on patients and explored voice-to-text note-taking for nurses. BayCare also installed self-service registration tablets in emergency rooms.

BayCare welcomed technology assisted by artificial intelligence (AI) that allowed radiologists to diagnose strokes more quickly, accelerating patient treatment. And it announced plans to invest in the newest proton therapy treatment options, being the first health care provider to bring this important cancer-fighting technology to West Central Florida.

Innovation also means enhancing the work far away from the doctor's office and the bedside to ensure supplies arrive where they're needed as efficiently as possible. Twenty-five robots now glide through the BayCare Integrated Service Center (BISC) in Temple Terrace every day, supporting team members filling supply orders for all 16 hospitals and many ambulatory locations. The picking robots helped BayCare double productivity, boost safety and reduce team member turnover by 30%.

In 2023, BayCare's investment in picking robots at its 258,000-square-foot distribution center improved both safety and the work experience for team members. Team members, including Michelle Jenkins, pictured left, fill approximately 12,000 orders every day to support BayCare's 16 hospitals, doctors' offices, laboratories and ambulatory surgery centers.

"I was thrilled to have the ability to implement robotics. Being in supply chain for 30 years with BayCare, it was almost something you would only dream of."

Victor Celiberti
Director of the BayCare
Integrated Service Center



Tyler and Ashley DeShaw with their 18-month-old daughter, Chloe, and newborn son, Cashel, who spent nine days in Morton Plant Hospital's NICU. The DeShaws stayed connected to Cashel via the AngelEye app as they split their time between hospital and home.

Supporting Family Bonds

A 24/7 live-streaming video service in three BayCare neonatal intensive care units (NICUs) helped families of the most fragile young patients stay involved in their baby's care. AngelEye allows families around-the-clock access to view their baby via a secure app on phones, tablets or computers.

Additionally, the PatientConnect app enables doctors and nurses to easily share updates, photos and videos, helping to enhance communication and involvement in a baby's care. "Adding the AngelEye technology is one of the ways we can create stronger bonds for our most fragile patients and their families," said Brenda Carvalho, director of patient care services for the NICUs at Mease Countryside Hospital and Morton Plant Hospital. NICUs at Mease Countryside Hospital, Morton Plant Hospital and St. Joseph's Women's Hospital installed the technology.

A Better Patient Discharge Experience



Patient Samantha Anderson chats with her virtual nurse Dave Paliga before her discharge.

BayCare's use of digital technology to enhance the hospital discharge experience drew national attention and rave reviews from patients and nurses. Developed during the nursing shortage of COVID-19, the Virtual Nurse program enabled bedside nurses to spend more time directly caring for patients while a virtual nurse handled all discharges, answered patient questions, provided education and offered reassurance.

Using the Virtual Nurse program, BayCare nurses sit at a computer in a central location at the hospital. There, they have access to patients' medical records, a secure web camera, multiple monitors and a headset. Support teams deliver iPads on tripods to the patients' bedsides, enabling them to have a secure video call with the virtual nurse.

In 2023, the nation's leading nurse credentialing organization, the American Nurses Credentialing Center, awarded its 2023 ANCC Pathway Award and \$100,000 in prize money to BayCare to further develop the new Virtual Nurse program for patient discharge.

"Patients tell us they appreciate the undivided attention of the virtual nurse while our nurses working at the bedside appreciate being able to focus on patients who still need their care in the hospital," said Jen Ransford, vice president/chief nursing officer for BayCare's West Region.

A New Option for Cancer Therapy

In 2023, BayCare announced it will invest \$33 million to build West Central Florida's first proton therapy center, significantly enhancing local access to cutting-edge cancer care. The installation at St. Joseph's Hospital Cancer Institute will elevate the comprehensive cancer care services provided across BayCare, including the accredited radiation oncology programs at Morton Plant Hospital in Clearwater, St. Anthony's Hospital in St. Petersburg and Winter Haven Hospital in Winter Haven.

The latest technology in development from Mevion Medical Systems empowers the most compact proton therapy system. The MEVION S250-FIT Proton Therapy System isn't yet available for clinical use. (Photo provided by Mevion Medical Systems)



Helping Clinicians with Paperwork

BayCare is working to use AI-enhanced clinical note-taking software for physicians and nurses, including a pilot program. This gives them more time to listen and observe patients and less time after hours completing their documentation.

"Immediately, I saw a decrease in the amount of time I was spending after hours ... about two hours per night. It allows me more face-to-face time with the patient during the visit, more eye-to-eye contact and a more personalized visit. It allowed me more time with my family and a better work-life balance."

Jennifer Salansky, MD





In March 2023, BayCare opened BayCare Hospital Wesley Chapel, a new, state-of-the-art community hospital located in Pasco County.

Growing With West Central Florida

Founded more than a quarter-century ago to ensure not-for-profit health care remained available to its communities, BayCare continues to expand its services to serve West Central Florida—including continuing to invest in state-of-the-art hospitals to deliver the region’s best acute care.

BayCare Hospital Wesley Chapel in Pasco County opened its doors in March 2023, as BayCare continued construction on a 146-bed replacement hospital in Hillsborough County for South Florida Baptist Hospital. BayCare also announced plans for a new facility for St. Joseph’s Children’s Hospital, already a leader in specialized pediatric care and research. Planning continued for a 17th hospital in north Manatee County to meet rising demand. Other service enhancements in 2023 included expanded behavioral health hospital units and services, new and updated cardiac catheterization labs, and expanded labor and delivery hospital units. Two physician practices joined BayCare, improving patient access to specialists in the region.

These decisions make sure BayCare, backed by sound fiscal management and growth policies, remains well-positioned to continue its mission to improve the health of its communities.

“With a strong foundation, we’re in a position to grow in a smart and thoughtful manner.”

Stephanie Conners
President and CEO, BayCare

For more information, go to [BayCare.org/Annual-Report](https://www.baycare.org/Annual-Report).



BayCare Hospital Wesley Chapel opened its doors for a community open house and tours in February 2023.

A New Hospital for Pasco County

On March 7, 2023, BayCare Hospital Wesley Chapel opened its doors, treating 33 patients and admitting 13 on the first day of service. Later in the year, officials gathered to mark the opening of the hospital's new helipad.

The 86-bed, 318,000-square-foot hospital provides comprehensive medical services, including an emergency department, an intensive care unit with virtual-monitoring beds, diagnostic services such as imaging and lab, and surgical services. The \$246 million facility was the first BayCare-branded hospital, and it serves patients in Hernando, northern Hillsborough and Pasco counties.

A New Home for St. Joseph's Children's Hospital

BayCare announced plans to build a new, specially designed St. Joseph's Children's Hospital in Tampa by 2030 as part of a strategic effort to increase the region's access to high-quality, state-of-the-art pediatric health care. The investment in a new facility for the hospital is part of BayCare's comprehensive plan to enhance local pediatric expertise and create a destination hospital for high-acuity pediatric services, research and medical innovation for West Central Florida and beyond. BayCare is the region's largest provider of pediatric services and St. Joseph's Children's Hospital is its largest volume pediatric hospital.



BayCare plans to build a new St. Joseph's Children's Hospital by 2030 that will enhance local pediatric expertise, research and innovation for West Central Florida and beyond.



The replacement hospital for South Florida Baptist Hospital, located four miles from the original hospital, will open in east Hillsborough County in the second quarter of 2024.

A Replacement Hospital in Hillsborough County

As construction continued on the new 420,000-square-foot South Florida Baptist Hospital four miles from the original hospital, BayCare planned for a move and grand opening in the second quarter of 2024. The \$326 million replacement hospital will have two six-story towers with 146 private rooms. An adjacent medical office building will house physician offices, rehabilitation, imaging, wound care and other services, offering comprehensive health care access for Plant City and surrounding communities.

4,004

BayCare hospital beds in 2023



BayCare operates 15 outpatient imaging centers in West Central Florida.



More Options for Outpatients

Winter Haven has new BayCare outpatient laboratories and an additional imaging location following BayCare's agreement with Gessler Clinic, a local physician group. BayCare Outpatient Imaging also opened a location at the new BayCare Hospital Wesley Chapel. Breast cancer patients also have a new resource in Sarasota after BayCare HomeCare opened a new "A Place for Her" location, which offers pre- and postmastectomy supplies and has received full accreditation from The Joint Commission.

12,861

Total births at BayCare in 2023



Making Room for More Babies

BayCare brings more babies into the world than any hospital system in the four-county region. To keep up with growing southern Hillsborough County, St. Joseph's Hospital-South added three new labor and delivery rooms and two assessment/triage rooms. The Riverview hospital, which opened in February 2015, delivered 2,051 babies in 2023, an all-time high and up 233% from its opening year.



A New Approach for Psychiatric Care

Recognizing an increasing need for psychiatric patients in the region to have access to in-hospital care, BayCare in 2023 opened the 24-bed Unit for Psychiatry and Medical Services (UPM) at St. Joseph's Hospital-North in Lutz, the first of its kind in the region. Assisted with funds from Hillsborough County, BayCare's new unit enables psychiatric patients to receive comprehensive care in one setting rather than having to be treated separately for medical and psychiatric needs.

BayCare also finalized its acquisition of Northside Behavioral Health Center in January 2023, adding 100 former Northside employees to the BayCare family. St. Anthony's Hospital in St. Petersburg announced plans to add 13 hybrid rooms for behavioral health patients to its Emergency Center as part of its Emergency Center expansion project.

In June, Winter Haven Hospital's Center for Behavioral Health, an outpatient center that supplements the hospital's inpatient psychiatric unit, added space to be known as the Annex. The Annex now houses case management, school-based therapy, in-home children's therapy and an expanded Peer Recovery Program.



BayCare welcomed NAPA clinicians on their first day as BayCare team members in November 2023.

More Access to Care With New Partnerships

BayCare joined forces with Gessler Clinic and North American Partners in Anesthesia (NAPA) to improve access to health care for the community.

Gessler Clinic, a multispecialty physician-owned medical group in Winter Haven, joined BayCare in December, aligning shared goals for enhanced community health care. "Gessler's long-standing dedication and high-quality service to its patients make it a natural fit to expand BayCare's commitment to the community and elevate health care delivery in Winter Haven and Polk County," said BayCare Co-Chief Operating Officer Lou Galdieri, MHA, BSN, RN.

BayCare also enhanced its anesthesiology services by integrating NAPA clinicians into BayCare Medical Group in November. This transition included anesthesiologists, certified registered nurse anesthetists (CRNAs) and certified anesthesiology assistants (CAAs), streamlining care and improving patient experiences.



Gessler employees celebrated their transition to practice within BayCare in December 2023.



Caring for Our Communities

“Community Benefit” describes the services a health system provides to individuals and communities without being paid—services valued by BayCare at hundreds of millions of dollars each year.

Among these services: providing care to patients who can’t cover the full cost of their medical treatments; funding a medical respite program for individuals with no place to stay while they continue to heal following a hospitalization; sending a mobile medical unit into high-risk neighborhoods to deliver health services; and staffing mobile teams to respond to behavioral health crises in Hernando and Pasco counties.

Serving the Community’s Health Needs

Addressing hunger has been a vital mission for BayCare since 2019, when roughly a quarter of the residents the health system surveyed in Hillsborough, Pasco, Pinellas and Polk counties revealed that they struggled to get enough to eat. A second survey in 2022 confirmed that food insecurity remained a pressing issue, so in 2023, BayCare expanded its already wide-ranging efforts to address hunger by:

- Contributing major financial support to 42 school-based Feeding Minds food pantries operated by BayCare partner Feeding Tampa Bay. The pantries provide free food to students, their families and others who live near the schools.
- Opening two food clinics—one each in Hillsborough and Pinellas counties—where people can have access to free, nutritious food, health screenings and nutrition education.
- Asking all patients admitted to BayCare’s 16 hospitals if they are food insecure and offering those who answer “yes” a Healing Bag upon discharge that contains two to three days of nonperishable food, plus information about food resources near their homes.

Polette Rocha found some items she liked while visiting the Feeding Minds food pantry at Pinellas Technical College with her family.

2023 Total Community Benefit

Community Benefit figures include Medicaid and other income-based programs, charity care and unbilled community services. All of these are measured in unreimbursed costs.



■ **\$399 million | Medicaid/Income-Based Programs:** Patients with some insurance, but not enough to cover their medical bill

■ **\$81 million | Charity Care:** Patients with no insurance

■ **\$77 million | Unbilled Community Services:** Health professional education, community health improvement services, research, cash and in-kind donations, community-building activities and more

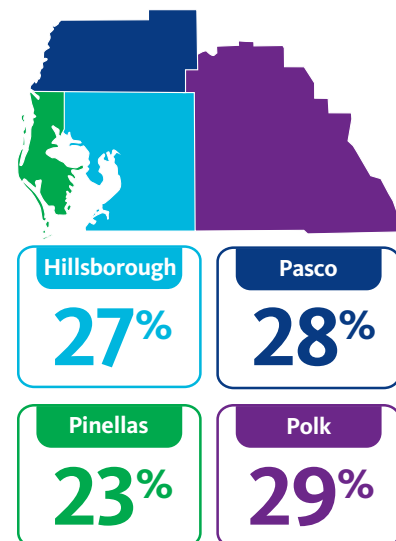
Feeding Minds in 2023

42 
Feeding Minds school food pantries


30,000
Households served


1,182,451
Meals distributed

Respondents Reporting Food Insecurity



Starting Conversations

In 2023, BayCare stepped up on another issue of great concern across Florida and the nation: children's mental health. In October, BayCare Kids brought to the region "On Our Sleeves," a national movement to address the growing mental health needs of children—a \$250,000 annual investment by BayCare, which is the largest provider of behavioral health services in West Central Florida. Because children don't wear their thoughts on their sleeves, it can be difficult to tell when they're struggling. On Our Sleeves provides free tools and resources to teach parents and caregivers how to start conversations with children and break any stigmas about mental health. Resources and information are available at BayCareKidsOnOurSleeves.org.



Colleen Nikolaidis said the food pantry supported by BayCare at Pinellas Technical College is a big help as she's raising her grandson, Alex, whose mother died.

Raising Alex

Colleen Nikolaidis' daughter had a stroke at age 21 but survived to give birth to a beautiful baby boy. She died not long afterward, leaving Colleen to care for Alex, now a gregarious 4-year-old. It hasn't been easy, the grandmother admits, but one thing that's helped is access to free groceries from a food pantry at Pinellas Technical College near Largo, one of 42 school food pantries operated by nonprofit Feeding Tampa Bay, with financial support from BayCare.

"It helps 100%," Colleen said, as she stood beside bags of bread, canned goods and fresh foods that Alex had eagerly helped her select. "I'm absolutely grateful."

Then, in a hallway filled with people still awaiting their turn to enter the pantry, Colleen took Alex's hand and a visitor's and softly spoke the words of the Lord's Prayer.



Tameco Ingram, a Pinellas Technical College student, selects bread and other items for friends and relatives who need help.

Sharing Nourishment

Like all students at Pinellas Technical College, Tameco Ingram has access to a food pantry on the campus that's open a few hours twice a week. Many students visit the pantry when they're low on food, but Tameco, who's studying to be a medical administrative specialist, also uses the pantry to share food with family members who don't have enough to eat. The pantry is stocked with nonperishables, fresh vegetables, fresh bread and meats.

One of Tameco's relatives uses a wheelchair and has no way to go out for food. On days when she visits the pantry, she picks up extras for him.

"I like helping people," she said.

When You Fall...

Two years ago, Heidi Gray was in a crosswalk when a driver ran a red light and hit her, shattering her leg and causing other injuries. She spent three months in a hospital and two months in a rehabilitation center. She emerged healed but with no place to live and no resources.

"When you fall, you just have to get back up," she told herself. She found she could get free, healthy food from a Pinellas Technical College (PTC) food pantry that BayCare helps support. She began working at the pantry too, where she tries to make everyone feel welcome. She knows from personal experience that a person's circumstances can change through no fault of their own.

After she noticed the wide age range of students at PTC—the school has students from age 15 through their 70s—Heidi enrolled and is studying accounting. It all started with the food pantry.

"The food pantry was a blessing," Heidi said. "It's a blessing for a lot of people around here."

Filling Nutritional Needs in 2023

14,348 
Healing Bags distributed

1,555 
Resident visits to two BayCare food clinics



Heidi Gray welcomes a visitor to the Pinellas Technical College food pantry.



A Workforce for Today and Tomorrow

Sara Dodds knew from the time she was a teenager that she wanted a career in the medical field. Witnessing her stepfather's battle with cancer, "I recognized the difference a care team can make in someone's life," she said. Choosing nursing, she took her first step toward this vision by joining BayCare as a patient care technician while still in nursing school.

Today, some 20 years later, Dodds is making a difference from a new post: She's president of BayCare's St. Joseph's Hospital-North (SJHN). Her rise from entry-level bedside caregiver to hospital president, while unique, underscores BayCare's robust career development programs offered to all team members.

"BayCare has a long history of advancing team members into leadership," said Kyle Barr, chief team resources officer. "We have some of the best programs anywhere."

BayCare supports its team members with tuition assistance, partnerships with academic institutions, technical training courses, internships, mentoring, succession planning and much more. In 2022 and 2023, BayCare mapped out 33 career pathways in both clinical and nonclinical fields that team members can follow to progress from entry-level roles to higher paying positions.

BayCare also conducts job fairs at high schools and forms partnerships with organizations like the Boys and Girls Clubs of the Suncoast and Tampa's Future Career Academy to reach teens who plan to start working right after high school. "Some may not realize there's a viable career for them outside of college," said Will Davis Jr., manager of BayCare Workforce Development.

Sara Dodds, right, president of St. Joseph's Hospital-North, chats with team member Krystal Taylor during rounds at the hospital.



Local students visit a BayCare operating room to learn about career opportunities in the region's largest health system.

Busloads of high school students participating in the Future Career Academy visit BayCare facilities to see the kinds of jobs available in health care. BayCare also provides business panels, life coaching and career presentations for the students.

"It opens up their eyes," said Angel Brown, vice president of Talent Acquisition and Inclusion for BayCare. "We need to get to them early and set them up for success. This can change these kids' lives."

Dodds utilized BayCare's tuition reimbursement program to get her nursing, bachelor's and master's degrees and said she took every class and special project offered to her. With BayCare's assistance and the guidance of BayCare leaders, who are encouraged to mentor their team members, Dodds advanced from registered nurse, to charge nurse, nurse manager and nursing director at SJHN before switching to director of operations. She was named president of the hospital in 2023.

"I worked for so many incredible BayCare leaders who mentored me and prepared me for that next role," she said. "As long as you live the BayCare values, there will be a home for you here."

2023 Workplace Accolades


BayCare invests in its team members.

In 2023:

\$208 Million 
Medical insurance

\$238 Million 
Retirement savings

\$193 Million 
Paid time off

\$14 Million 
Income protection

\$70 Million 
Education assistance

\$43 Million 
Rewards and recognitions

BayCare has an extraordinary team that leads the way in providing high-quality, personalized and customer-centered care.



Fortune Best Workplaces in Health Care®



PEOPLE® Companies That Care*



Tampa Bay Times Top Workplaces

*PEOPLE® is a registered trademark of TI Gotham, Inc., a Dotdash Meredith company. Used under license.

2023 BayCare Team by the Numbers

 **31,993**
Team members including employed physicians

802 
Employed physicians caring for patients

 **6,541** Physicians and advanced practice providers credentialed by BayCare (includes employed and community-based physicians)



Every day, BayCare team members step up to help others however they can. Here are a few of their efforts from 2023.

Being BayCare





Naidel Conde, Isabella Ramirez and Norman Mangol (l-r) were treated for childhood cancers in the pediatric oncology unit at St. Joseph's Children's Hospital and now work there to help children diagnosed with cancer.

Childhood Cancer Survivors Give Back

When Isabella Ramirez was diagnosed with stage 4 cancer at age 17, her life was saved by the treatments she received in the pediatric oncology unit at BayCare's St. Joseph's Children's Hospital (SJCH). She was determined to pay back the care she was given by becoming a registered nurse and working in that same oncology unit.

She achieved that goal, and now she's working alongside Naidel Conde and Norman Mangol, who also were diagnosed with cancer as teenagers, were treated in the SJCH pediatric oncology unit and are now back as caregivers for children who must undergo cancer treatments. Conde and Mangol are working as patient care technicians while studying to become registered nurses.

The three team members have a deep understanding of the toughness it takes for children to battle cancer. They are right where they hoped to be—at the bedside, providing comfort and reassurance to children and their families, and demonstrating every day that children can thrive after cancer.

104-Year-Old Golfer Credits Rehab Specialist for Regained Strength

After a bout with dehydration a couple of years ago, 104-year-old hall of fame golfer Herbert Dixon decided he didn't want to be "a helpless old man." He wanted to be able to hang out with his friends at the golf course, something he'd done since he was 15 and learned to play golf, launching what would become a highly successful pro career. Dixon won 63 titles on the United Golf Association Tour and was inducted into the African American Golfers Hall of Fame in 2012.

But in 2023, he needed some help. He found it in Josh Adlam, a rehabilitation team member at BayCare's Bartow Regional Medical Center. The pair worked together to improve Dixon's strength and balance. He was "the perfect patient—positive, a hard worker," Adlam said. In September, when the Bartow community marked Dixon's 104th birthday by holding a ceremony and naming a street after him, Dixon and Adlam were there, celebrating the moment together and wearing big smiles.



Herbert Dixon, left, and his physical therapist Josh Adlam.

BayCare Brings Dementia-Friendly Dining to Area Restaurants



Robert and Irene Doan get acquainted with Gary and Gayle Sprigg at Sonny's BBQ, a restaurant participating in the Dementia-Friendly Dining Program.

Team members at BayCare's Memory Disorders Clinics at Morton Plant Hospital (MPH) in Clearwater and St. Anthony's Hospital in St. Petersburg have been helping people diagnosed with dementia navigate the challenges of that condition for years. But in 2023, they had a new idea: Dementia-Friendly Dining.

Working with willing restaurant managers and their wait staffs, Celisa Bonner, a social worker at the MPH center, trains them in how to understand and positively interact with diners who have dementia, since restaurant dining can create anxiety and confusion for those with dementia. After completing training, restaurants display a Dementia-Friendly Dining placard at their entrances so diners know they can expect a comfortable experience tailored to their special needs.

"A program like Dementia-Friendly Dining enhances a person's dignity and quality of life because of socialization and reducing isolation and depression," Bonner said.



Revere, a full-time facility dog, and BayCare Child Life Specialist Hannah Murray, Revere's handler, play games with a patient at St. Joseph's Children's Hospital.

A Four-Legged Childcare Specialist

One of St. Joseph's Children's Hospital's most-loved team members just arrived in June: BayCare's first facility dog, a Labrador/Golden Retriever mix named Revere.

Revere trained two years for his current full-time job, working alongside his handler, BayCare Child Life Specialist Hannah Murray every Monday through Friday. As Murray visits her young patients to explain procedures, holds their hands during treatments and helps them cope with their illnesses, Revere pads along beside her wearing his own BayCare ID badge. In addition to providing comfort like a therapy dog does, Revere can perform more than 40 tasks such as pulling a child-sized wagon, opening and closing drawers and participating in games. He goes for walks with patients to help increase their mobility. He's also just a friendly presence and a needed distraction.

"He spends his days snuggling up with patients who aren't feeling well, helping kids cope," Murray said.

Sharing Their Journeys to Help Others

Wendy Dillingham and Cherrice Peters-Tanksley began using drugs in their early teens and continued for decades. Both women desperately wanted to change their lives. They eventually got clean and wanted to show others the way. They got the opportunity at BayCare.

BayCare, the largest provider of behavioral health services in West Central Florida, knows that people struggling to free themselves from addictions can often relate best to caregivers who are in recovery themselves.

Dillingham earned a college degree and certification as a peer recovery specialist and was hired eight years ago as the senior case manager for BayCare Behavioral Health's Adult Treatment Center. "I'm devoted to BayCare, because the company waited six months for me to clear up my records so I could be hired," she said.

Peters-Tanksley works as a mental health technician at BayCare's Community Recovery Center and is preparing to get certified as a peer recovery specialist "so I can help others move from where I was—barely surviving—to a fulfilling life," she said. "It's mentally tough to go through a rehabilitation program, but I want people to know it's worth it."



Wendy Dillingham, left, and Cherrice Peters-Tanksley share a history of misusing drugs, but now they help others battling drug addiction as members of BayCare's Behavioral Health team.

Transforming Lives With Free Joint Replacements



Kristine Martin, assisted by physical therapist Glenn Saldanha, was walking a week after receiving free knee replacement surgery.

A trio of patients unable to afford joint replacement surgeries received an early holiday surprise in 2023. As part of BayCare's support of Operation Walk USA, a national organization dedicated to helping relieve suffering, the three local residents received free knee or hip replacement surgeries and follow-up care.

Among the recipients was Kristine Martin, 53, of Clearwater, who was in pain and disabled for years after a motorcycle accident crushed her knee. "Oh my god, oh my god! Thank you!" she said upon learning of her good fortune.

The surgery was performed successfully in December at St. Anthony's Hospital, and less than a week after, Martin was walking with a cane. The surgeons donated their services.

Financial Highlights

Our Resources	2023	2022
Acute Care	\$ 4.56 billion	\$ 4.33 billion
Physician Services	412 million	356 million
Ambulatory Services	420 million	369 million
Health Plan and All Other Services	115 million	78 million
Nonoperating Income Primarily From Investing Activities*	385 million	347 million
Total Resources**	\$ 5.89 billion	\$ 5.48 billion

How Our Resources Were Used

Salaries and Benefits to Our Team Members	\$ 2.81 billion	\$ 2.67 billion
Medical Supplies	932 million	872 million
Other Supplies and Services	924 million	800 million
Contracted Physician Services	213 million	165 million
Financing Costs	68 million	71 million
Funding for Replacement Capital	254 million	246 million
Funding for Future Community Health Care— Needs, Technology, New Programs and Facilities	693 million	655 million
Total Resources Used	\$ 5.89 billion	\$ 5.48 billion

*Nonoperating income is calculated using a “normalized approach” by applying a 5% return on the ending cash and investment balances each year.

**2022 Total Resources includes the recognition of \$9 million of CARES Act funds.

BayCare Leaders

Chief Executive Officer

Stephanie Connors
President and CEO

CEO Cabinet

Kyle Barr
Chief Team Resources Officer

Keri Eisenbeis
Chief of Staff, Chief
Communications Officer

Louis Galdieri
Co-Chief Operating Officer

Kimberly Guy
Co-Chief Operating Officer

Todd Jones
Chief Ambulatory Services
Officer

Janice Polo
Chief Financial Officer

Edward Rafalski
Chief Strategy and Marketing
Officer

Patricia Shucoski
Chief Nursing Executive

Tim Thompson
Chief Administrative Officer

Jennifer Touse
Chief Legal Officer

Sowmya Viswanathan, MD
Chief Physician Executive

System Support

Emily Scott
SVP, Chief Transformation
and Service Line Officer

William Walders
SVP, Information Services

Craig Anderson
VP, Innovation

Shawn Armstrong
VP, President,
BayCare Health Plans

Ronald Beamon
VP, Chief Financial Officer,
Hospitals Division

Kris Betts
VP, Team Member Relations

Angel Brown
VP, Talent Acquisition and
Inclusion

Ronald Colaguori
VP, Supply Chain and
Hospital Operations Support

Bob Costello
VP, Strategic Planning

Nikki Daily
VP, Total Rewards

John Davis
VP, Managed Care

Jeffrey Durham
VP, Audit Services and
Corporate Responsibility

Nicole Gitney
VP, Nursing Informatics

Breanda Goralski
VP, Applications

Lynda Gorken
VP, Patient Financial Services

James Haislip
VP, System Finance

Joni James
VP, System Communications

Thien Lam
VP, Chief Information Security
Officer

John Loetscher
VP, Facilities Construction and
Physical Security

Danielle Mauck
VP, Research and Sponsored
Programs

Scott Patterson
VP, Infrastructure,
and Chief Technology Officer

Carl Tremonti
VP, Chief Financial Officer,
BMG/Ambulatory

Kristy Croom Tucker
VP, System Marketing

Colleen Walters
VP, Mission and Ethics

Operations

Christopher Bucciarelli, MD
VP, Ambulatory Services and
Chief Medical Officer

Sara Dodds
President, SJHN

Patrick Downes
President, SJHS

Kelly Enriquez
President, Mease Hospitals

Thomas Garthwaite
President, WHH, WHWH

Karen Kerr
President, BRMC and SFBH

Donna Lynch
VP, Laboratory

Michael Magee
VP, Chief Pharmacy Officer

Brandon May
President, MPNBH

Joanne Mayers
VP, Patient Services; Chief
Nursing Officer, East Region

Sr. Mary McNally
VP Emeritus, Mission, SAH

Philip Minden
President, SJH

Jacqueline Munro
VP, Nursing Systems
and Resources

Sarah Naumowich
President, SJCH and SJWH

Matthew Novak
President, MPH

Jennifer Ransford
VP, Patient Services; Chief
Nursing Officer, West Region

Gary Richards
VP, Chief Operating Officer,
BMG

Gail Ryder
VP, Behavioral Health

Donna St. Louis
VP, Business Development,
System

Rebecca Schulkowski
President, BHCW

Kristen Smith
VP, Patient Services; Chief
Nursing Officer, Polk County

Scott Smith
President, SAH

Physician Executives

Samir Akach, MD
VP; Chief Medical Officer, SJH

Mahesh Amin, MD
VP; Chief Medical Officer,
Service Lines

Laura Arline, MD
VP, Chief Quality Officer

John Haffner, MD
VP; Chief Medical Officer, SAH

Jeffery Jensen, MD
VP; Chief Medical Officer,
MPH

Anthony Schuster, MD
VP; Chief Medical Officer,
Mease Hospitals

Alan Weiss, MD
VP, Chief Medical Information
Officer

Reflects changes in effect
as of March 1, 2024

For more information, go to [BayCare.org/Annual-Report](https://www.baycare.org/Annual-Report).

BayCare is community-owned.

Generous contributions from our community members support our work through our hospital foundations: Morton Plant Mease Health Care Foundation, St. Anthony's Hospital Foundation, St. Joseph's Children's Hospital Foundation, St. Joseph's Hospitals Foundation, South Florida Baptist Hospital Foundation and Winter Haven Hospital Foundation.

Are you a BayCare patient or customer?

Thank you for putting your trust in us. If you don't have a health care provider, or if your health care environment isn't what you'd like it to be, learn about the care we provide. Go to BayCare.org.

Want to learn more about our community involvement?

Go to BayCareCommunityBenefit.org.

Keep up with BayCare news all year.

Go to BayCare.org/Newsroom.



For more information, go to [BayCare.org/Annual-Report](https://www.baycare.org/Annual-Report).

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