



2022 Report to the Community



2022: By the Numbers

\$492
Million
Community Benefit¹



6,454

Physicians
and Other Medical
Professionals⁴



15

Outpatient
Imaging Facilities

\$5.1

Billion Operating Revenue



3,946

Beds⁵

14,163,341

Lab Tests Performed



Patients Discharged
from Our Hospitals **158,417**

36

Walk-In Care
Stations Inside
Publix
Stores



29,402

Team
Members²

553,686

Home Care Visits



1,640

Volunteers



4 Surgery Centers

85,663

Outpatient Surgeries

193

Physician
Practice
Locations



746 Employed
Physicians³

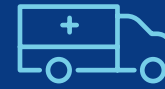
15

Hospitals



21

Urgent Care Centers



650,643

Emergency Room Visits

13,033

Babies Born at
Our Hospitals



¹Represents unreimbursed costs for traditional charity care, Medicaid and other means-tested programs, and unbilled community services

²Includes PRN and employed physicians

³Includes physicians caring for patients and physicians in leadership roles

⁴Includes employed, credentialed and community-based physicians, advanced practice providers and other medical professionals

⁵Includes BayCare Alliant Hospital, Morton Plant North Bay Recovery Center and St. Joseph's Behavioral Health Center

Mission, Vision, Values

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

Mission

We will 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 receive and provide care. We are powered by an extraordinary team that delivers quality, embraces inclusivity and welcomes change.

Values

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

Cover photo: BayCare Medical Group pediatrician Dalys Gilling, MD, visits with a young patient.

Board of Trustees 4

From Our President/CEO and Board Chairman 5

About Us 6

A Quarter-Century of Serving West Central Florida..... 7

BayCare: The Best Place to Receive Care..... 9

Caring for the Whole Person 12

Healing Care for All 15

Growing to Serve You Better 18

The Best Place to Work 22

Being BayCare..... 25

2022 Highlights 34

Financial Highlights 36

2022 Leadership 37

Board of Trustees

The BayCare Board of Trustees, comprised of 22 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.

2022 Officers

Rick Colón, *Chair*

Jim Cantonis, *Vice Chair*

Charlie Osterholt, *Secretary-Treasurer*

2022 Members

Marion Albanese

Alan Bomstein

Andy Burwell

Hugh Campbell

Katie Cole

Kurt Erickson, MD

V. Raymond Ferrara

Yvonne Fry

Ralph Garcia

Tracy Halme, MD

Tommy Inzina

Gay Lancaster

Susan Latvala

D. William "Bill" Morrow

Jorge Navas, MD

Sr. Patricia Shirley

Mike Slubowski

Cathy Swanson

Rena Upshaw-Frazier

From Our President/CEO and Board Chairman

Dear Community Members and Friends,

We're excited to share with you our BayCare *2022 Report to the Community*. Our annual report provides a testament to the hard work our team and physicians at BayCare Health System deliver every day.

2022 was especially meaningful to us because BayCare celebrated its 25th anniversary, a milestone that validates the extraordinary foresight of our founders, who realized banding together was the best way to ensure that not-for-profit health care would continue to be readily available to serve the communities of Tampa Bay and West Central Florida.

As always, BayCare remains dedicated to our mission—to improve the health of all we serve. We're your community-owned health system, and we hope you sense our dedication to serving with compassion and excellence, as you read about our journey.

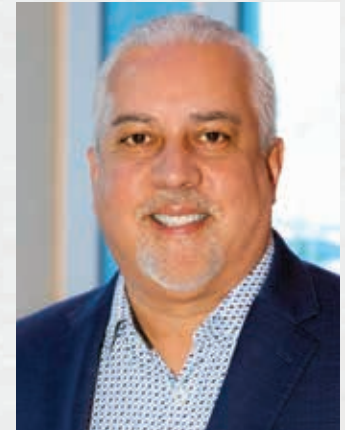
Sincerely,

Stephanie Conners
President/CEO
BayCare Health System

Rick Colón
Chair, 2021–22
BayCare Board of Trustees



Stephanie Conners, CEO/President



Rick Colón, Board of Trustees Chair

About Us

BayCare is the leading, not-for-profit health care system that connects individuals and families to a wide range of services at hundreds of locations in the Tampa Bay and West Central Florida regions.

Our Network

BayCare Behavioral Health
BayCare HomeCare
BayCare Laboratories
BayCare Medical Group
BayCare Outpatient Imaging
BayCare Surgery Centers
BayCare Urgent Care

Bartow Regional Medical Center (BRMC)
Founded 1925 | 72 beds

BayCare Alliant Hospital (BAH)
Founded 2008 | 48 beds

BayCare Hospital Wesley Chapel (BHWC)
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 | 150 beds

St. Anthony's Hospital (SAH)
Founded 1931 | 448 beds

St. Joseph's Hospital (SJH)
Founded 1934 | 555 beds

St. Joseph's Children's Hospital (SJCH)
Founded 1990 | 219 beds

St. Joseph's Women's Hospital (SJWH)
Founded 1976 | 123 beds

St. Joseph's Hospital-North (SJHN)
Founded 2010 | 216 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

Medicare Advantage Plan

BayCarePlus®

A Quarter-Century of Serving West Central Florida

West Central Florida's leading, not-for-profit health care system celebrated 25 years in 2022, a remarkable testament to the vision a small group of local hospitals embraced in 1997 to ensure that not-for-profit health care would remain strong in Tampa Bay.

BayCare's 25th year was a true validation: For the fourth year, BayCare was recognized as among the nation's top health care systems in all the ways that matter for the region that relies on us: clinical outcomes, patient experience, operational efficiency, financial health and contributions to the community.

In 2022, BayCare weathered the waning impact of the COVID-19 pandemic even as we advanced the region's health care through embracing new opportunities with digital health; through designing protocols for better patient outcomes and efficiency; by deepening our commitment to treating the whole person; by investing more in our community's health needs; and by continuing our long tradition as one of the region's best employers.

Construction progressed on a replacement facility for one of our founding member hospitals, South Florida Baptist Hospital in Plant City, as we also put the finishing touches on our 16th hospital, BayCare Hospital Wesley Chapel, to serve a growing community.

In late 2022, we also bid a happy retirement to Tommy Inzina, who led BayCare as president and CEO for six years, and our Board of Trustees designated our fourth president and CEO, Stephanie Conners, who began her career in health care as a nurse.

"I'm committed," Conners said, "to ensuring that BayCare remains the Best Place to Work, the Best Place to Practice and the Best Place to Receive Care."

BayCare is West Central Florida's largest provider of pediatric and behavioral health services, and our provider group, BayCare Medical Group, is one of the largest in the region. BayCare's diverse network of ambulatory services includes laboratories, imaging, surgery centers, BayCare Urgent Care locations, wellness centers and one of Florida's largest home care agencies, BayCare HomeCare. And our Medicare Advantage insurance plan, BayCarePlus, serves more than 13,000 people.

All this progress and service to the community wouldn't be possible without our 29,402 team members and the support of our community physicians and advanced care providers. With their talents and commitment to our patients, BayCare will continue to deliver on its mission to improve the health of all we serve.

"BayCare has worked because we all have focused on our shared values, not the least of which is a deep, shared passion for compassionate care for all."

~ Sister Pat Shirley, OSF
Franciscan Sisters of Allegany and BayCare trustee



BayCare: The Best Place to Receive Care

Dr. Laura Arline was a little nervous when she interviewed at BayCare for a job as a primary care physician 18 years ago. She expected difficult questions, so she came prepared with answers for all the questions she imagined. Perhaps detecting her nervousness, the executive interviewing her said gently, “All I want you to do is take really good care of your patients.”

“It’s one of the reasons I joined BayCare,” said Arline, who is now the health system’s chief quality officer. “It’s our compassion. It’s our humanity. It’s that we treat people not just with science, but like they’re part of our family.”

BayCare’s blending of science, clinical best practices and compassionate care has led to an extraordinary rise in its standing nationally. In 2022, for the fourth year in a row, BayCare was ranked in the top 20% of large U.S. health systems on clinical excellence.

Also in 2022, BayCare won seven awards from Press Ganey, an organization that annually surveys patients of tens of thousands of medical facilities about their recent experience of care. “The caregivers at BayCare have inspired us with the compassion, empathy and human connection they bring to the clinical health care setting,” said Patrick T. Ryan, chairman and CEO of Press Ganey.

BayCare also was named to the all-industries 100 Companies that Care list compiled by People in 2022.

“When we say we’re ‘patient-centered,’ we walk the talk,” Arline said. “And it stretches across the whole care continuum, not just in our hospitals.”

Transforming Care

Even while the COVID-19 pandemic still was challenging U.S. hospitals, BayCare teams were working after hours and on weekends on projects to ensure that all our patients would receive the right care, at the right time, in the right place and with levels of quality, compassion and efficiency unmatched in the region.

In 2022, BayCare continued work that was started in 2021 on a three-year “care transformation” initiative, which aims to achieve these big goals:

- Enhance care in every patient care environment throughout BayCare
- Redesign the delivery of care
- Reduce variations in the treatments patients receive for the same illnesses
- Minimize utilization of unnecessary clinical services

Across BayCare, multidisciplinary clinical teams are developing “care pathways” that spell out treatment guidelines for the most common illnesses and injuries seen in our patients. These pathways are based on the strongest available medical evidence and are designed to result in the best outcomes for patients, whether they are being cared for in the hospital, a skilled nursing facility, a doctor’s office or at home.

◀ *St. Joseph’s Children’s Hospital (SJCH) patient Hailey Ambrose, 13, prepares to go home only one day after receiving a new pulmonary valve via a minimally invasive procedure that an SJCH cardiologist was the first in the Tampa Bay region to perform. When she was an infant, Hailey’s heart defects required open-heart surgery and weeks of recovery.*



A team at St. Joseph's Hospital prepares to begin a heart procedure.

During 2022, the teams designed or implemented care pathways for sepsis, chronic obstructive pulmonary disease (COPD) and stroke, and for patients presenting at BayCare emergency departments with low-risk chest pain or deep-vein thrombosis. Data is being collected to make sure that the pathways deliver the expected outcomes, and so far, the results prove the pathways' usefulness.

“If you're a patient at BayCare, you can expect to have a very complete, evidence-based plan of care for your specific illness,” said Chief Transformation Officer Emily Allinder Scott, MHA, FACHE. “You'll know, because we'll discuss the plan with you.”

More Efficient Care

During 2022, BayCare teams also worked on more than 60 transformation projects focused on ensuring that the care patients receive is delivered safely and efficiently and without causing harm. Efficient delivery reduces length of stay in the hospital, readmissions to the hospital, duplication of services, cost of care and waste of supplies.

These are a few of the projects tackled so far:

- BayCare relied on science and data to safely reduce the number of CT scans used in the diagnosis of appendicitis in children, because those scanners emit small amounts of radiation.
- BayCare is working to decrease the use of antibiotics, as overuse can lead to antibiotic resistance and leave physicians with few options for treating bacterial infections.
- A new, formal process called “the weekend handoff” was implemented so there will be no confusion or lapse in care when hospital weekday clinical teams leave, and the weekend teams take over.
- Teams also safely reduced the number and types of lab tests performed on hospitalized patients, limited wastage of precious blood products and are examining ways to make sure that patients get enough healing rest.



Ten-year-old Titan was the first baby born at St. Joseph's Women's Hospital (SJWH) to receive cooling therapy to reduce damage when the brain is deprived of oxygen or blood during birth. Titan is shown with Dr. Alfonso Vargas, medical director of the SJWH Therapeutic Hypothermia Program, which has provided the therapy to more than 150 infants.

In May 2022, BayCare finished launching a safety-oriented initiative called “safety tiered huddles” across the entire health care system. This series of daily, 15-minute safety calls starts at the patient care team level, where any significant issue or concern around a patient’s care is discussed. If the issue can’t be entirely resolved at that level, it’s escalated up to the next level’s safety call, and so on, until in a single day, an important issue can make its way from the patient level to BayCare’s top executives. This leads to quicker resolution for the patient.

BayCare also is tackling an issue that affects patients in many U.S. health care systems: transitions of care. Unless a hospitalized patient is discharged at the right time, to the right place and in the right way, continuity of care can be disrupted and the patient may have to be readmitted, perhaps even sicker than before. Detailed hospital discharge plans are developed early and, in some cases, extend beyond the patient’s hospital stay to other levels of care. Patients are followed to make sure they continue progress toward full recovery after they leave the hospital.

“Our patients deserve to have the best care that’s available,” Scott said. “It’s our duty to fix everything we can, rather than getting too comfortable with the way things have always been done in the past, and to always challenge ourselves to continuously improve for our patients and the communities we serve.”

2022 Awards for Clinical Excellence and Patient Experience

- Fortune/Merative™ placed BayCare in the top 20% of large U.S. hospitals for clinical outcomes, patient experience, operational efficiency, financial health and contributions to the community.
- Fortune/Merative named St. Joseph’s Hospitals (including St. Joseph’s Hospital, St. Joseph’s Children’s Hospital, St. Joseph’s Women’s Hospital, St. Joseph’s Hospital-North and St. Joseph’s Hospital-South) to its 100 Top Hospitals® list for the fifth consecutive year.
- Healthgrades placed BayCare’s St. Joseph’s Hospitals among the top 15 hospitals in the U.S. for COVID-19 care.
- *Newsweek* ranked Mease Countryside Hospital, Morton Plant Hospital and St. Joseph’s Hospitals among the World’s Best Hospitals for 2022.
- *U.S. News & World Report* included Morton Plant Hospital, St. Anthony’s Hospital and St. Joseph’s Hospitals on its 2022 Best Hospitals list.
- The American College of Cardiology awarded TAVR certification to Morton Plant Hospital and St. Joseph’s Hospital for excellence in treating patients receiving transcatheter valve repair and replacement.
- The Leapfrog Group, a nonprofit that promotes patient safety, awarded an “A” to nine BayCare acute care hospitals in fall 2022.



BayCare Northside Behavioral Health Center

Caring for the Whole Person

Even before the COVID-19 pandemic, U.S. health experts had acknowledged a growing problem with serving the behavioral health care needs of Americans. There were too few locations offering mental health services. There were too few providers to adequately serve those who needed help. Then the pandemic hit, and the problem deepened into a crisis.

In February 2021, the BayCare Board of Trustees responded, announcing substantial new investments to expand mental health services in outpatient and inpatient settings so that thousands more patients could be helped each year in the Tampa Bay and West Central Florida regions. In May 2021, BayCare announced it also would start a graduate education program to train more physicians in the specialty of psychiatry. In addition, procedures were created throughout the health system to ensure that patients visiting our facilities for treatment of physical ailments would be offered help for emotional needs, too.

BayCare was committed to caring for the whole person.

Quick Progress

“2022 was a productive year,” said Gail Ryder, vice president of BayCare Behavioral Health Services, as the health system jumped to act on the trustees’ 2021 commitment to the public.

BayCare needed more behavioral health inpatient beds; more community treatment centers; more psychologists, psychiatrists and other providers; a presence in communities the health system hadn’t served previously; and ways to reassure patients that if they shared mental health needs with their physicians, their needs would be taken seriously and addressed.

Here are some of the ways BayCare began addressing those needs during 2022:

- Social work liaisons and psychiatrists were placed in all BayCare hospitals to address patients’ mental health needs, prescribe medication and provide referrals for post-hospital care.
- BayCare welcomed its first class of seven resident physicians into the new BayCare Psychiatric Residency Program, which was created to help grow the number of psychiatrists. The program received 800 applications for the seven residency slots. Hundreds more applied for the six slots available for the second class, which starts in July 2023.

- BayCare assumed ownership of not-for-profit Northside Behavioral Health Center in Tampa, a facility BayCare had managed for seven years. Northside offers outpatient therapeutic and psychiatric services for adults and children as well as community-based care services. It has 20 acute care beds, 12 residential beds and 78 beds in group homes and independent living apartments. BayCare plans to grow the center’s services.
- BayCare designed and began executing a plan to expand the number of behavioral health outpatient offices it has throughout Hernando, Hillsborough, Pasco, Pinellas and Polk counties.
- The BayCare Employee Assistance Program helped many BayCare team members deal with the emotional stress of the pandemic, and now the health system has grown its assistance program to serve 60 outside organizations, including private companies, first responder departments, church congregations and students at 15 colleges, representing more than 200,000 individuals.
- The health system designed and began construction on an innovative 24-bed behavioral health unit at St. Joseph’s Hospital-North in Lutz. The Unit for Psychiatry and Medicine is a state-of-the-art program to serve patients who have both acute medical problems and acute mental health issues.
- Another innovation was adding a psychiatrist in the primary care physician practice on the campus of St. Anthony’s Hospital in St. Petersburg. Having a psychiatrist embedded within a primary care physician’s office was a first for BayCare, but the behavioral health team believes it’s the way psychiatric care will be provided in the future.

“It’s the integration of medicine and psychiatry, and it’s now the standard of what we provide,” said Ryder. “A patient who comes into BayCare will always have available, at any point of entry, access to a behavioral health provider.”



A young volunteer stocks shelves at the opening of a new "Feeding Minds" food pantry at Bardmoor Elementary School near Largo, one of 42 school food pantries BayCare helps fund.

Healing Care for All

From 18 to 42.

Those two numbers tell a lot about how BayCare is continuing to deepen its commitment to West Central Florida's health needs, particularly food insecurity. Two years into a strategic partnership with the region's largest food assistance organization, Feeding Tampa Bay, BayCare in 2022 supported 42 school-based food pantries across Hillsborough, Pasco, Pinellas and Polk counties—up from 18 in 2021.

BayCare's emphasis on food insecurity dates to 2019, when BayCare and its partners in the All4HealthFL Collaborative surveyed residents of the four counties about their health care needs and learned that one of the most pressing problems was hunger. BayCare's discussions with Feeding Tampa Bay were already underway in March 2020, when the COVID-19 pandemic arrived, and hunger was soon an even bigger crisis in the Tampa Bay and West Central Florida regions.

2022 Growth

The school pantry project followed. BayCare now contributes to the operation of 42 school food pantries in the four counties and is also beginning to provide food for distribution to hungry families through area YMCAs. The health system is studying ways to deepen the impact of its school food pantries on families.

BayCare has continued to work closer to home on food insecurity, knowing that access to healthy food is the first step in good health. During 2022, team members at BayCare hospitals asked 103,000 patients two questions to determine whether they had ready access to food, and patients' answers were added to their electronic medical records.

Upon discharge, those patients who self-identified as food-insecure were offered a "Healing Bag" that contained nonperishable food as well as information to connect the recipient to food banks and other community-based resources near where they live. BayCare's Healing Bag program now exists at every BayCare hospital, but also in the Chronic Complex Clinic at St. Joseph's Children's Hospital and in BayCare's HIV clinics.

BayCare team members distributed more than 9,200 "Healing Bags" in 2022, up from 2,650 in 2021.

These systemic, region-wide efforts to address food insecurity were in addition to dozens of smaller-scale investments BayCare and its hospitals made in 2022 to impact individual population groups or niche communities, such as the La Esperanza Clinic for uninsured and underinsured residents in eastern Hillsborough County, health education classes for residents of Pinellas Hope, free community health screenings and many others.

What's a CHNA?

Healing hunger is both a medical mission and a benefit provided to the community by BayCare. "Community Benefit" is a term that describes the services a health care system provides to individuals and the community without being paid. Not-for-profit health systems are required by the government to track their community benefit services and how those services meet a community need. So, every three years, not-for-profits must conduct a community health needs assessment (CHNA) to figure out the top needs in their communities and how to address them.



Pinellas Hope, a facility for people without permanent housing, has many residents with chronic illnesses. In 2022, attendees proudly graduated from a six-week class called “Go Healthy” to teach them how to cope and get healthier. Instructor Sandra Grosvenor (kneeling in photo) is a registered nurse and outreach program coordinator from St. Anthony’s Hospital.

In 2019, the All4HealthFL Collaborative conducted a survey as part of that year’s CHNA. In January 2022, it was time to launch another survey. More than 14,000 residents responded to the 2022 survey. Then leaders, community members and partners in each of the four counties met in prioritization sessions to sift through the survey answers, study health data and choose the top three health-related problems.

In both 2019 and 2022, the prioritization session attendees selected these three as the top issues: access to health care and social services; behavioral health (*including mental health and substance misuse*); and exercise, nutrition and weight. As 2022 ended, BayCare had developed implementation plans that’ll extend through 2025 to address those needs in each of the four counties and also was expanding the health system’s hunger initiatives. Among the plans:

- BayCare leaders approved funding and are working out the logistics to create “food clinics,” where individuals could fill a “food prescription” provided by their doctor. The clinics would have food pantries and dietitian services.

- BayCare approved financial support for promotora services in areas where there are sizable Hispanic communities. Promotoras are specially trained lay health care workers who serve Spanish-speaking communities where there may be a generational mistrust of outside agencies.
- BayCare is working with a Lakeland-based organization, Gospel Inc., to provide a nurse or other medical professional for the group. Gospel Inc. provides housing and work opportunities for people who have been chronically homeless.
- In Polk County, BayCare wants to help expand several food pantries and also work with Lakeland Volunteers in Medicine to support a new clinic serving the community around BayCare’s Bartow Regional Medical Center.



BayCare opened a Health Education Center inside a Feeding Tampa Bay warehouse in Tampa so visitors could receive health information.

For an expanded, web-based version of this report:
BayCare.org/AnnualReport

2022 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.



- **\$332 million | Medicaid/Income-Based Programs:**
 Patients with some insurance, but not enough to cover their medical bill
- **\$97 million | Charity Care:** Patients with no insurance
- **\$63 million | Unbilled Community Services:**
 Health professional education, community health improvement services, research, cash and in-kind donations, community-building activities and more



The new BayCare Hospital Wesley Chapel brings BayCare's exceptional, compassionate care to eastern Pasco County and beyond.

Growing to Serve You Better

BayCare is one of the top large health systems in the nation, delivering clinical excellence from extraordinary team members who treat patients like they would their own family members. BayCare also wants its care to be convenient, close to home and state of the art, so in 2022, the health system worked on projects to update or expand existing facilities or provide new BayCare outposts in areas not previously served. Read on to learn how BayCare is growing to better serve you and the communities of West Central Florida.



When South Florida Baptist Hospital in Plant City couldn't expand in its current location, BayCare chose to build a replacement hospital nearby. Interiors were well underway by the end of 2022.

A New Hospital Rising

While BayCare has a hospital on the western edge of Pasco County, Morton Plant North Bay Hospital, there has been no BayCare hospital to serve the residents of eastern Pasco. There is now. As 2022 drew to a close, BayCare Hospital Wesley Chapel was preparing to open to patients in that rapidly growing section. The \$246 million hospital—BayCare's 16th hospital—is located at 4501 Bruce B. Downs Boulevard in Wesley Chapel. It has 86 beds, all private rooms, enhanced patient monitoring and integrated technology throughout.

A Replacement Hospital for Plant City

South Florida Baptist Hospital in Plant City was founded in 1953 and was one of the original hospitals to join BayCare Health System when it was formed in 1997. The hospital has served the community well, but it was out of space for expansion and needed to be updated. In October 2021,

BayCare broke ground for a replacement South Florida Baptist Hospital about four miles from the existing facility. The \$326 million hospital with 146 rooms is expected to open by late 2023.

Celebrating New Additions

In spring 2022, BayCare's St. Anthony's Hospital in St. Petersburg celebrated its 90th anniversary with the opening of a modern, 90-room patient tower that added almost 150,000 square feet to the campus. The \$152 million tower project is one part of a multiyear expansion and upgrade of the hospital, which is now licensed for 448 beds. A second phase of the tower project was unveiled in October: three new operating suites with glass walls featuring large, embedded images of St. Petersburg landmarks. Designed by a German company, the glass walls are nearly indestructible, easier to clean and less likely to harbor germs that could lead to infection.



New construction at St. Anthony's Hospital in St. Petersburg included three new operating rooms featuring glass walls with large photographs of local scenes, including this one of Tampa Bay and the Sunshine Skyway Bridge.



BayCare Trinity East combines multiple health care services in one location in New Port Richey.

A Wider Footprint

BayCare’s primary service area has always been the four counties of Hillsborough, Pasco, Pinellas and Polk. However, BayCare announced that it was considering an expansion of services into northern Manatee County, where there’s a deficit of not-for-profit health care providers. As 2022 ended, BayCare Medical Group was preparing to serve patients in its first Manatee County primary care office, located in Parrish.

A New Model for Behavioral Health Care

BayCare announced in February that a former medical/surgical unit inside St. Joseph’s Hospital-North in Lutz would be reconstructed to provide a new style of care for patients who have both acute medical problems and acute behavioral health diagnoses. With improvements

in the medications used to treat mental health problems, many patients are living longer—to the point where they begin to experience the acute medical problems of advancing age. This new 24-bed unit, expected to open in spring 2023, will provide care for both issues in one in-house unit.

Combining Functions for Better Efficiency

BayCare opened a facility in March 2022 in the Trinity community of Pasco County that combines adult and child primary care and urgent care in one location. The hybrid model is a new approach for BayCare that’s intended to improve registration workflow and reduce wait times. Called BayCare Trinity East, the new office is located at 11178 State Road 54 in New Port Richey.



This BayCare booth at a Hillsborough County high school career day attracted lots of attention from high school students with questions about health care careers.

The Best Place to Work

It's no secret that in 2022, many industries, including health care, struggled to find enough workers to fill essential jobs. The desperate need for nurses made national headlines, as did the shortage of primary care physicians.



While BayCare worked diligently to expand existing programs and develop new strategies to attract more nurses and physicians, BayCare recruiters also focused on a less visible issue: Health care organizations need to attract a lot more people to administrative and technical roles—clinical and nonclinical. They also need people to fill entry-level, frontline support staff roles, which are often the first step into the health care field for teenagers and others who are eager to learn new skills, attain higher-level roles and build a lasting career in health care. For those recruiting challenges, BayCare turned its attention to a sometimes overlooked demographic: high school students who don't plan to go to college. So BayCare leaders and recruiters showed up at high school career fairs during 2022. And busloads of high schoolers began arriving at BayCare hospitals for tours.

Director of Talent Acquisition Angel Brown believes BayCare can build the reliable workforce we need to support patient care if we can show students that there are interesting jobs in our high-performing health system and offer them entry-level positions wrapped in a solid commitment to train them for higher positions with sustainable wages. In 2022, BayCare made a significant investment in building the organizational infrastructure to support that effort. Brown got approval to hire BayCare's first recruiter focused solely on creating relationships with high schools and colleges. "That's been huge for us," she said.

Other departments have realigned and expanded their staffs so they can oversee new internships, apprenticeships and other training programs planned for launch in 2023.

In 2022, BayCare also:

- Developed 14 "career pathways" that spell out how an employee can grow from an entry-level job to a position with more responsibility and a sustainable wage and receive BayCare's help at each step. More pathways will be created in 2023. "We're introducing training roles that are intermediate

steps between entry level and professional, so we can put you in a spot with training on the job, which is a really big deal," Brown said.

- Was an active partner with Future Career Academy. The Academy connects non-college-bound seniors in Hillsborough County high schools to good, in-demand jobs that have training programs which will allow these students to build careers that last.
- Partnered with the Boys & Girls Club of the Suncoast to give interested members of the club a chance to work alongside hospital health care workers and get paid for it. If successful, the program may be expanded to other organizations that have youth clubs.
- Built on BayCare's long-time collaboration with regional academic institutions where students can receive in-demand degrees or certifications. For example, BayCare partnered with St. Petersburg College to create an affordable surgical technologist associate degree program.

There's much more to come from BayCare in 2023. "For individuals who are willing to learn and grow," Brown said, "and have a good work ethic, the sky's the limit."

Workplace Awards for BayCare

Year after year, BayCare wins regional and national recognition for our workplace achievements and mission-driven culture. In 2022, we received:

- Fortune Best Workplaces in Health Care™
- PEOPLE® Companies that Care
- Tampa Bay Times Top Workplaces
- BOLD Programs of Distinction from the National Center for Healthcare Leadership



Every day, our BayCare team members step up to help others however they can. We're proud to highlight a few of their efforts from 2022.





Being BayCare





Giving Hope to Cancer Patients

Darleen Gotico-Alvarez was in her 36th and final chemotherapy treatment for breast cancer in 2013, following a mastectomy, when she found her future.

“I looked around the infusion center at all the patients getting treatment. I thought, ‘What diagnosis did they have? How were they told about their diagnosis? Were they alone? Do they have support? Or someone to talk to?’ ” Gotico-Alvarez said. “It was then that I decided to go to school to become a nurse. I wanted to be the answer to all those questions. My first day (at nursing school) was April 2014, six months after my last treatment.”

Since graduating in 2016, Gotico-Alvarez has built a strong legacy at BayCare - the place where she was treated for cancer - first as a nurse on the oncology unit at St. Anthony’s Hospital in St. Petersburg and now at Morton Plant Hospital in Clearwater.

“There was never a doubt that I’d become a BayCare team member and pay forward the care these doctors gave me,” she said. “I don’t share my story with every cancer patient, but I know when my story can create a connection and maybe change their outlook. This connection isn’t always with just the patient. The connection helps their caregiver as well.”

To help her patients, Gotico-Alvarez carries a picture of herself when she was receiving treatment. “I was 10 days out of my first chemo treatment, totally bald, with my port dressing showing,” she said. “When I show patients my picture, I see the anxiousness leave their body. And they know I get it. Not only do I carry the picture for them, but for me, too. My picture reminds me why I’m doing what I’m doing, especially during those rough, busy, 12-hour shifts.”

“There was never a doubt that I’d become a BayCare team member and pay forward the care these doctors gave me.”

~ Darleen Gotico-Alvarez

◀ Cancer survivor and BayCare nurse Darleen Gotico-Alvarez cares for patient Maureen Rhoades.

Doing the Right Thing

The patient had arrived at BayCare Urgent Care on U.S. 19 in Pasco County aboard his electric wheelchair, the only thing of value he owned. Living outside behind an abandoned building, the patient, an amputee, had strapped all his belongings to the chair. But, he needed to be in a hospital. When the ambulance arrived, there was no room for the chair.

That's when the urgent care team reached out to Paul Canterbury, a BayCare HomeCare supervisor who oversees the delivery of durable medical equipment (DME) to homebound patients. Could he and his team help? Of course, Canterbury said.

In short order, Wil D. Pujols, senior patient services specialist, dispatched a truck to pick up the chair. The team cleaned the chair. Washed the wheels. Scrubbed stains. They repacked the man's belongings in clean bags and put his wallet and identification cards away for safekeeping. When the hospital called a few days later, Pujols and his drivers personally delivered the wheelchair to the patient's hospital room.

"The things we all have, we take for granted," Pujols observed later. "He didn't have any of those things. That man greeted that wheelchair like it was a long-lost relative."



BayCare DME Branch Services team members (left to right) David Peralta, Charlie Lee and Wil Pujols helped a homeless man with his electric wheelchair.

Giving Back

Soledad Flores, a Mexico native, was just 6 when her parents brought the family to the United States to work at a strawberry farm near Plant City. Eventually, Flores and her sister would join them in the fields to help. Flores, by age 17, would leave home to start her own family. But then a fateful conversation with two teachers from the Catholic Charities' San Jose Mission in Dover would change everything. They told her about programs to help farmworkers get an education.

Soon, Flores had her high school diploma and her certified nursing assistant (CNA) certificate. And a seed was planted. Someday, she thought, she could return to the San Jose Mission Clinic and help other migrant families like hers. But it would be a few years. First, she joined the team at BayCare's St. Joseph's Hospital in Tampa. Fourteen years later, she earned a nursing degree from the University of South Florida and joined a surgery team at BayCare's South Florida Baptist Hospital (SFBH) in Plant City.

Then, in 2022, the position she was waiting for at the San Jose Mission Clinic finally opened. By that time, however, Flores was unsure. She enjoyed her work at SFBH and valued her manager, Nancy Guzman, who'd always been her cheerleader. But Guzman encouraged Flores to follow her dream.

Now Flores works just steps away from where she took her CNA classes as a Faith Community Nurse, providing services ranging from labs to obstetrical services and treatment for diabetes and hypertension. Physicians also come to the clinic and donate their time and surplus supplies to the farmworker community.

She's glad she came back. "This place is special to me," Flores said.



Soledad Flores, a former farmworker, wanted to help other farmworkers like herself, so she became a nurse in a clinic that serves them.

Serving Floridians After Hurricane Ian

When Hurricane Ian weakened and left Florida's west coast during the late morning of September 29, it meant a scale-down and an eventual return to normalcy for most BayCare team members. Although impacted, Tampa Bay escaped the massive devastation that Ian, one of the most destructive hurricanes to affect Florida, caused to the south.

Two BayCare team members, Patty Cravey and Jack Kilkelly, saw that destruction firsthand days after the storm when they were deployed to Sarasota Memorial Hospital-Venice as members of the federal Disaster Medical Assistance Teams (DMAT).

Over the next 12 days, Cravey, a registered nurse who works as an emergency preparedness coordinator at St. Joseph's Hospital-North and St. Joseph's Hospital-South, and Kilkelly, who is a nursing professional development practitioner for BayCare, would help run a medical tent outside the hospital's emergency department, reminiscent of the long-running "M*A*S*H" television series of the 1970s and '80s.

"The hospital's ER was seeing three times its normal volume," said Cravey, a 30-year BayCare team member. "We were there to take that pressure off them. Everything was closed—doctor's offices, urgent cares, pharmacies."

"I feel privileged to do it," said Kilkelly, who's been with BayCare for 20 years and whose BayCare experience includes being a St. Joseph's Hospital paramedic and Mease Dunedin Hospital ICU nurse. "It's satisfying, you're helping people who really need it. They genuinely appreciate it. They may not have running water or their roof was ripped off. They're treated, they feel better and they come back two



BayCare team members Patty Cravey and Jack Kilkelly serve on the federal Disaster Medical Assistance Teams and were deployed after Hurricane Ian. For 12 days, they helped operate a medical tent where patients were treated outside overloaded Sarasota Memorial Hospital-Venice.

or three days later and thank us. They may have lost their jobs, cars and houses and they're coming back thanking us and bringing us lemonade or something else. I actually think I should be thanking them for the opportunity."

Connecting a Father to His Family

The man had been brought to South Florida Baptist Hospital (SFBH) after becoming ill at a bus stop.

Tests showed he had recently had a stroke, and nurses said he told them stories interspersed with illogical information and wrong dates and names. But also woven through those stories was information that suggested they were talking to a man who was estranged from his family in Mexico.

As the hospital's Care Coordination team established contact with the Mexican embassy in an effort to learn more about his family, nurse helper Angela Cole was assigned to the patient because he continued to be confused due to the stroke. Cole was fascinated with him and his stories, as was Eva Rodriguez, an SFBH housekeeper. They, like the patient, were Spanish speakers, and so communicated easily with him.

"He was telling me about his family and how he hadn't seen them in years. I'd sit with him and listen to his stories," Cole said. "I began writing down the names of his family members." Then Rodriguez found an important clue when she went to wash the patient's clothing. "I emptied his pockets and found his family pictures. He had written their names on the back of the photo."

The pair turned to social media, finding a woman with the same name as in one of the pictures but in a different city in Mexico. They took a chance and sent a message. A response confirmed it was his daughter. The woman had been trying to find her father for years. Soon they were talking to the woman by phone.



BayCare team members Angela Cole, left, and Eva Rodriguez helped a patient reconnect with his family in Mexico.

"She was crying and telling us she'd never thought she'd hear from him again," Rodriguez recalled. His daughter, once contacted, reached out to the Mexican consulate on her own to facilitate a reunion. The patient was reunited with his family in Mexico two months after his admission to SFBH.

"It feels good to know that we were able to get him back home," Cole said.

Helping Wherever Help Is Needed

Gabe Barreto, an imaging coordinator at St. Joseph's Hospital-North, was still in his hospital scrubs driving home with his family when traffic came to a standstill near the intersection of U.S. 19 and State Road 52 in the Port Richey area. A person was lying on the side of the road surrounded by onlookers.

Barreto jumped out of the car. Within minutes, he and another person began administering CPR to the unconscious person. They stopped compressions to check for a pulse but found none. They continued to work until sheriff's deputies arrived with a breathing apparatus and a medication that works like smelling salts. The person regained consciousness but was confused and disoriented. They had no recollection of what happened and began asking about family. Barreto stayed with the person until emergency management services arrived and he could brief them.

"If I see somebody who needs help or if I see an accident, I stop and pull over," Barreto said. "We (health care professionals) do it for so long, when we see an accident, we go into medical mode. It's our second nature."



When it comes to caring, Gabe Barreto, an imaging coordinator at St. Joseph's Hospital-North, is never really off the clock.

For the Youngest Cancer Fighters

For two years, Oscar Guerrero hadn't had a real haircut.

Working as the oncology department secretary at St. Anthony's Hospital, Guerrero would wear a ponytail or tuck his hair behind his ears as it flowed down his back. He used an old remedy from his grandmother (*mayonnaise, olive oil, one egg*) every six months to try to keep his hair healthy. When his ponytail recently reached about 10½ inches, he knew it was time for a cut. It was the third time Guerrero had donated his hair to an organization that supplies wigs to children suffering hair loss.

Guerrero, a BayCare team member for about six years, turned to Beth Eschenfelder, St. Anthony's oncology nurse manager. On the fateful day, Eschenfelder, a hairdresser for 16 years before becoming a nurse, set up a makeshift salon on the sixth floor of the hospital's new patient tower. She put a drape around Guerrero and combed his hair. She put it into a double-rubber-banded ponytail then gently snipped it clean.

Although he won't personally know the child who will get his hair as part of a wig, Guerrero is happy to do it. And he plans to donate again. He hopes it'll encourage others to do the same: "I like donating my hair because it has a real purpose behind it."



St. Anthony's Hospital team member Oscar Guerrero grows his hair long so he can donate it for wigs for children with cancer. At cutting time, Beth Eschenfelder, a fellow team member and former hairdresser, helps out.

2022 Highlights



BayCare HomeCare and Lakeland Regional Health (LRH) announce they've joined forces to improve access to high-quality, post-hospital care for Polk County patients after LRH purchases a minority interest in BayCare HomeCare Inc. In Polk County, BayCare HomeCare will now be known as BayCare HomeCare/Lakeland Regional Health.



BayCare expands its partnership with Feeding Tampa Bay (FTB) and opens a Health Education Center at FTB's distribution center in Tampa.

BayCare announces the selection of its first class of graduating medical students who will attend new BayCare residency programs in pediatrics and psychiatry.

BayCare Laboratories processes its 1 millionth COVID-19 test.



BayCare welcomes 31 residents to continue their medical training in the much-needed specialties of psychiatry, pediatrics and family medicine.

The structural heart programs at BayCare's Morton Plant Hospital in Clearwater and St. Joseph's Hospital in Tampa earn the American College of Cardiology's Transcatheter Valve Certification. The minimally invasive procedure spares many patients from open-heart surgery.

JAN

FEB

MAR

APR

MAY

JUN



BayCare Health System President and CEO Tommy Inzina announces he'll retire in late 2022 after serving more than six years in the role.

BayCare Medical Group opens its Integrative Medicine Clinic in Clearwater, which works with primary care physicians to help patients improve their nutrition, fitness, mental wellness, stress management and overall quality of life.

After a two-year hiatus due to COVID-19, BayCare reopens Farmers Markets at its HealthHubs® in Bardmoor (Pinellas) and Valrico (Hillsborough) and at its new HealthHub in Land O' Lakes (Pasco).

BayCare names a new senior vice president/chief legal officer, Jennifer Touse, who began working for the health system as a new law school graduate 10 years ago.

Nearly 50 children who had heart procedures at St. Joseph's Children's Hospital, and their families, reunite with the BayCare caregivers who saved their lives at a special Heart Reunion in Tampa (right).

The St. Anthony's Triathlon returns for its 39th running after two years of cancellations because of the pandemic.





A topping-out ceremony is held at the site of the replacement South Florida Baptist Hospital under construction in Plant City.

BayCare announces its next president and CEO will be Stephanie Conners, who began her career as a nurse and is executive vice president/ chief operating officer of Jefferson Health in Pennsylvania.

Matt Novak, president of BayCare's Mease Countryside and Mease Dunedin hospitals, is promoted to president of Morton Plant Hospital.



Registration opens for the 2023 St. Anthony's Triathlon, which will be its 40th running.

BayCare Health System and its team members, physicians and volunteers donate \$183,852 to the American Red Cross to help Southwest Florida communities hit hard by Hurricane Ian.



BayCare assumes ownership of Northside Behavioral Health Center, a standalone, not-for-profit facility in Tampa providing mental health treatment and housing.

BayCare selects Sowmya Viswanathan, MD, as the health system's new chief physician executive.

JUL

AUG

SEP

OCT

NOV

DEC

For the fourth consecutive year, BayCare is ranked in the top 20% of large U.S. health systems by FORTUNE/Merative. St. Joseph's Hospitals make the 100 Top Hospitals list.

BayCare celebrates its 25th anniversary as a health system. The not-for-profit was founded July 1, 1997.

BayCare announces it's pursuing a plan to expand into north Manatee County.

Mease Dunedin Hospital's bariatric program receives reaccreditation as a Comprehensive Center by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program, affirming that it meets the highest standards for patient safety and quality care.

Fortune and Great Place to Work name BayCare one of the 2022 Best Workplaces in Health Care. It's the sixth time on that list for BayCare.

After a weeks-long listening tour, Stephanie Conners assumes the role of president and CEO of BayCare. She's the fourth CEO, and the first female in the role, since BayCare's founding in 1997.



Kelly Enriquez becomes president of Mease Countryside and Mease Dunedin hospitals. With 16 years of leadership experience, she was most recently CEO of Shorepoint Health-Venice.

For an expanded, web-based version of this report: [BayCare.org/AnnualReport](https://www.baycare.org/AnnualReport)

Financial Highlights

Our Resources

	2022	2021
Acute Care	\$ 4.33 billion	\$ 4.06 billion
Physician Services	356 million	331 million
Ambulatory Services	369 million	366 million
Health Plan and All Other Services	78 million	105 million
<hr/>		
Total Resources*	\$ 5.13 billion	\$ 4.86 billion

How Our Resources Were Used

Salaries and Benefits to Our Team Members	\$ 2.67 billion	\$ 2.50 billion
Medical Supplies	872 million	855 million
Other Supplies and Services	736 million	686 million
Contracted Physician Services	165 million	143 million
Financing Costs	71 million	77 million
Funding for Replacement Capital	246 million	245 million
Funding for Future Community Health Care Needs, Technology, New Programs and Facilities	373 million	356 million
<hr/>		
Total Resources Used	\$ 5.13 billion	\$ 4.86 billion

*Includes \$9 million and \$25 million of CARES Act funds recognized during 2022 and 2021, respectively

Chief Executive Officer

Stephanie Conners
President/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

Lisa Johnson
Chief Nursing Executive

Todd Jones
Chief Ambulatory
Services Officer

Janice Polo
Chief Financial Officer

Edward Rafalski
Chief Strategy and
Marketing Officer

Tim Thompson
Chief Administrative Officer

Jennifer Touse
Chief Legal Officer

Sowmya Viswanathan, MD
Chief Physician Executive

System Support

Emily Scott
SVP, Clinical Transformation
Officer

Ronald Beamon
VP, Chief Financial Officer–
Hospital Division

Lynnette Clinton
VP, Applications

Ronald Colaguori
VP, Supply Chain and
Hospital Operations Support

John Davis
VP, Managed Care

Jeffrey Durham
VP, Audit Services and
Corporate Responsibility

Lynda Gorken
VP, Patient Financial Services

Thien Lam
VP, Chief Information
Security Officer

Scott Patterson
VP, Infrastructure; Chief
Technology Officer

Carl Tremonti
VP, Chief Financial Officer–
BMG/Ambulatory

Colleen Walters
VP, Mission and Ethics

Operations

Angela Cosby
VP, Chief Operating
Officer–BMG

Susan Croushore
Interim President,
Winter Haven Hospitals

Kelly Enriquez
President, Mease Hospitals

Thomas Garthwaite
President, SJHN

Karen Kerr
President, BRMC and SFBH

Kathryn McGuire
VP, BayCare HomeCare
Experience and Operations

Sr. Mary McNally
VP, Mission - SAH

Michael Magee
VP, Chief Pharmacy Officer

Brandon May
President, MPNBH

Nathaniel Malcolm
President, SJH

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

Philip Minden
President, SJHS

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

Gail Ryder
VP, Behavioral Health

Rebecca Schulkowski
President, BHWC

Donna St. Louis
VP, Business Development,
System

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

Scott Smith
President, SAH

Physician Executives

Andrew Fink, MD
SVP, President–BMG

Laura Arline, MD
VP, Chief Quality Officer

Christopher Bucciarelli, MD
VP, Chief Medical Officer–
SJHN and SJHS

Jacquelyn Cawley, MD
VP, Chief Medical Officer–
Ambulatory and Clinical
Integration

John Davidyock, MD
VP, Chief Medical Officer–
BRMC and WHH

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 organizational structure adopted in February 2023

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, go to [BayCare.org](https://www.baycare.org) to learn about the care we provide.

Want to learn more about our community involvement?

Visit [BayCareCommunityBenefit.org](https://www.baycare.org/CommunityBenefit.org).

Keep up with BayCare news all year.

Visit [BayCare.org/Newsroom](https://www.baycare.org/Newsroom).



 BayCare

2985
WEST



BayCare.org

*For more information:
[BayCare.org/AnnualReport](https://www.baycare.org/AnnualReport)*