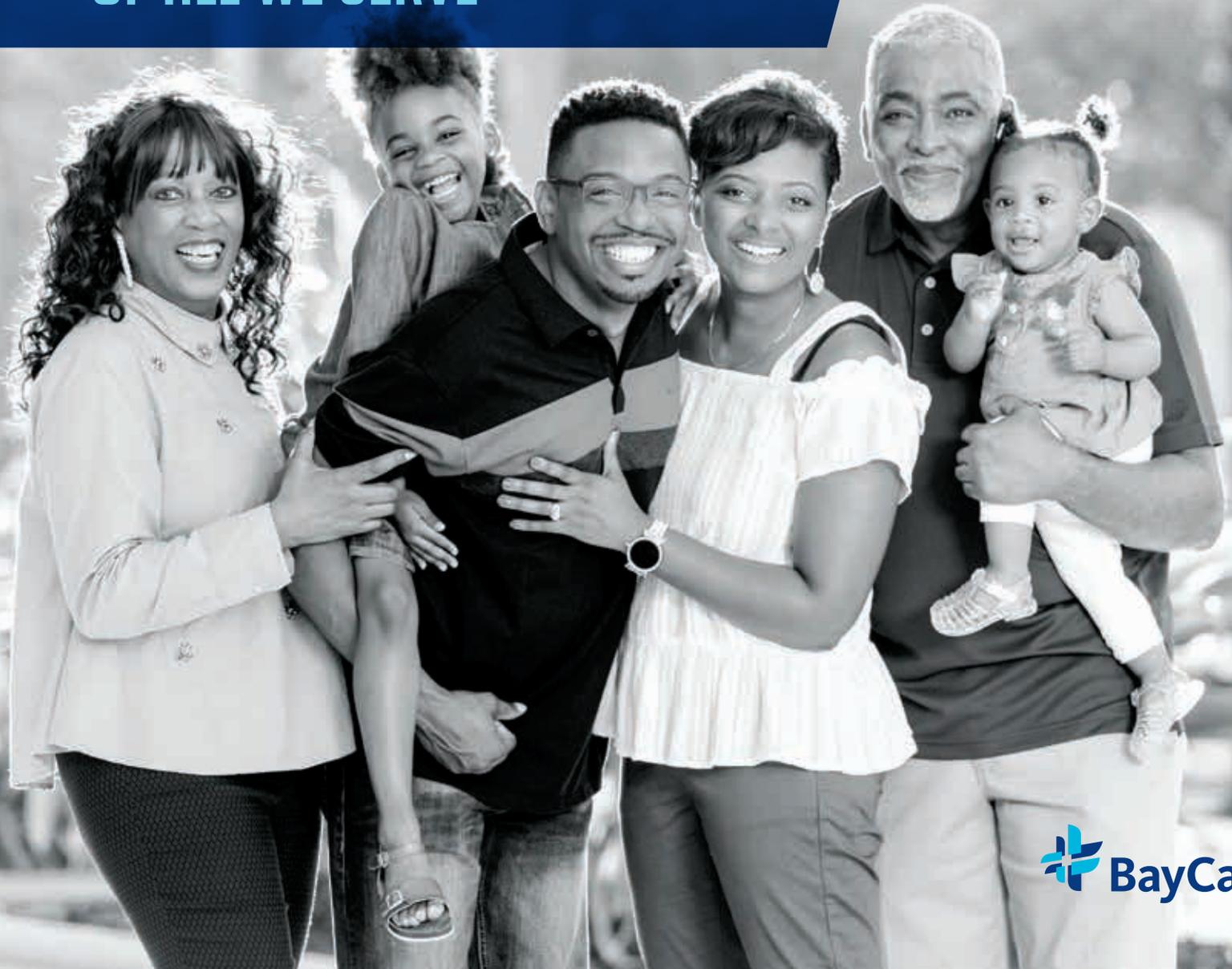
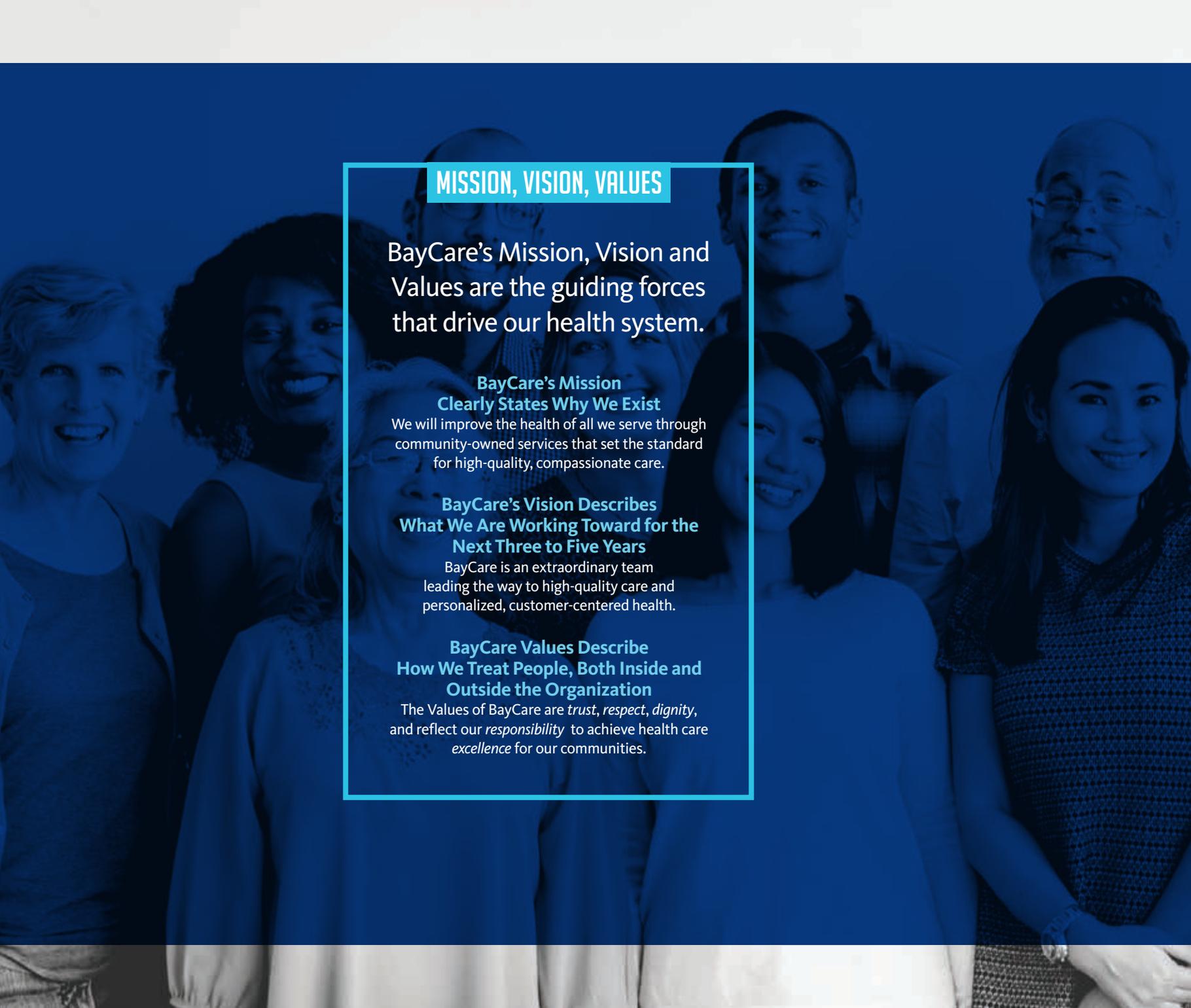


IMPROVING THE HEALTH OF ALL WE SERVE

2018 Report to
the Community





MISSION, VISION, VALUES

BayCare's Mission, Vision and Values are the guiding forces that drive our health system.

BayCare's Mission Clearly States Why We Exist

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

BayCare's Vision Describes What We Are Working Toward for the Next Three to Five Years

BayCare is an extraordinary team leading the way to high-quality care and personalized, customer-centered health.

BayCare Values Describe How We Treat People, Both Inside and Outside the Organization

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



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BOARD OF TRUSTEES

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LETTER FROM OUR PRESIDENT/CEO AND BOARD CHAIRMAN

Dear Community Members and Friends,

Thank you for checking out BayCare's 2018 Report to the Community.

If you are reading this, there is probably a good chance that you already know a few things about us, like how BayCare is a leading, not-for-profit health care system with a large economic footprint in the Tampa Bay and west central Florida regions. In fact, BayCare's total operating revenue in 2018 was \$4.2 billion, and we spent half of that on the salaries and benefits of our team members who live in the areas that we serve.

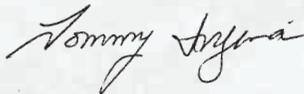
What you may not know is that BayCare ranked in the top 25 percent (*top-quartile*) or better in almost every way that a health system can be measured, from clinical measurements to organizational and employer rankings. There are not many large health systems in the country that scored at the top in almost every category like we did in 2018. We want you to know we are not stopping there.

There are areas within those measures that we need to work on. The concept of "continuous improvement" is firmly rooted in everything we do because we believe our community deserves the best—extraordinary care for every patient, every time and everywhere.

Another thing that sets us apart is that as big as we are, we are still a local, community-owned organization. That means the dollars we spend stay here. We do not have out-of-town shareholders to impress, just you and your family and friends—the members of our community. But beyond dollars and rankings, BayCare is driven by a higher calling. We exist to serve the community—the *entire* community—regardless of whether you have insurance or none at all. That is why we are proud to work for an organization that puts the needs of the people we serve at the forefront.

It is who we are. We are BayCare, your community-based, not-for-profit health system.

Sincerely,



Tommy Inzina
President/CEO



V. Raymond Ferrara
Board Chairman



Tommy Inzina



V. Raymond Ferrara

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

2018: BY THE NUMBERS

\$462 million¹
Community Benefit



5,410⁴

Physicians and Medical Professionals (PAs, ARNPs, CRNAs, etc.)



13

Imaging Facilities

28,400²

Team Members



\$4.2 billion

Operating Revenue



3,459³

Beds

Patients Discharged from Our Hospitals **178,904**

20

Walk-In Care Stations Inside **Publix** Stores



Physician Practice Locations

130

3,000
Volunteers

888,590

Home Care Visits



4

Surgery Centers

81,688
Outpatient Surgeries



578 Employed Physicians

15
Hospitals

+16
Urgent Care Centers



706,282
Emergency Room Visits

14,971

Babies Born at Our Hospitals



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

² Includes PRN

³ Includes beds at Morton Plant North Bay Hospital Recovery Center and St. Joseph's Hospital Behavioral Health Center

⁴ Includes employed, credentialed and community-based physicians, and medical professionals (PAs, ARNPs, CRNAs, etc.)

ABOUT US

BayCare is a leading, not-for-profit health care system that connects individuals and families to a wide range of services at 15 hospitals and hundreds of other convenient locations throughout the Tampa Bay and west central Florida regions. BayCare also is one of the largest private employers in the area with 28,400 team members (*employees*).

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

Founded 1925 | 72 beds

BayCare Alliant Hospital

Founded 2008 | 48 beds

Mease Countryside Hospital

Founded 1985 | 311 beds

Mease Dunedin Hospital

Founded 1937 | 120 beds

Morton Plant Hospital

Founded 1916 | 613 beds

Morton Plant North Bay Hospital

Founded 1965 | 150 beds

St. Anthony's Hospital

Founded 1931 | 393 beds

St. Joseph's Hospital

Founded 1934 | 465 beds

St. Joseph's Children's Hospital

Founded 1990 | 207 beds

St. Joseph's Women's Hospital

Founded 1976 | 108 beds

St. Joseph's Hospital-North

Founded 2010 | 108 beds

St. Joseph's Hospital-South

Founded 2015 | 114 beds

South Florida Baptist Hospital

Founded 1953 | 147 beds

Winter Haven Hospital

Founded 1926 | 458 beds

Winter Haven Women's Hospital

Founded 1987 | 61 beds

DID YOU KNOW?

In 2018, 11 BayCare hospitals achieved the prestigious, national recognition of the American Nurses Credentialing Center's (ANCC) Pathway to Excellence Program. The remaining BayCare hospitals are working to achieve this designation in 2019. There are only 15 hospitals in Florida with this designation, and 11 are BayCare hospitals.



2018 HIGHLIGHTS



BayCare begins renovating its health center in the Bardmoor area of Largo into a BayCare HealthHub™, a new model of care designed around overall health and wellness, and ease and convenience.

Mease Countryside Hospital breaks ground on its \$156 million campus expansion and renovation that includes a new 950-space parking garage.



BayCareAnywhere®, a new telehealth mobile application, grows to serve more than 550 patients every month.

JAN

BayCare launches mobile lab collection to homebound residents, retirement communities and customers who want at-home services.

St. Joseph's Hospital-South continues to work through its \$112-million expansion project that includes a new five-story building.

FEB

BayCare ranks No. 65 on the *FORTUNE* "100 Best Companies to Work For®" list.



MAR

Mease Countryside Hospital and St. Joseph's Hospitals appear on the prestigious IBM Watson Health 100 Top Hospitals list (*formerly known as the Truven Health Analytics 100 Top Hospitals*).

St. Joseph's Children's Hospital receives a John M. Eisenberg Patient Safety and Quality Award from The Joint Commission and the National Quality Forum (NQF).

APR

St. Joseph's Hospital starts its \$126 million expansion, which includes 90 new private patient rooms, a pedestrian bridge and other improvements.

St. Joseph's Women's Hospital opens a new special delivery unit to help babies transition from fetal to neonatal life, reducing the risk of destabilization, particularly in preterm neonates.

MAY

BayCare launches a new online preregistration system for patients, providing more accurate and timely information for caregivers and improving the overall patient experience.

Morton Plant North Bay Hospital completes the expansion of its emergency department, increasing from 18 to 28 beds and adding 15 observation beds.

JUN



BayCare Physician Partners ACO

The federal government recognizes BayCare Physician Partners as one of the top performing accountable care organizations (ACO) in the country, generating a savings of \$35 million for Medicare over three years.

BayCare Life Management introduces MyStrength, an online behavioral health technology for patients and family members.



St. Joseph's Hospital-North completes the first phase of its \$75-million expansion project that includes expanding four operating rooms and two patient care floors.



BayCare and Publix open the 20th telehealth kiosk for patients with minor illnesses such as a cold or sore throat, creating more convenient and cost-effective care locations for the community.

BayCare receives preliminary approval for its Certificate of Need application to build a hospital in Pasco County along the I-75 corridor.

JLY

AUG

SEP

OCT

NOV

DEC

St. Joseph's Hospital-South earns the Press Ganey Guardian of Excellence Award recognizing organizations that reached the 95th percentile for each reporting period during the award year.



BayCare launches its first health insurance product, a Medicare Advantage (HMO) plan called BayCarePlus™.

BayCare launches an innovative, new wayfinding application, BayCare Compass™, to help patients find their way around its hospitals.



BayCare HealthHub™ at Bardmoor celebrates the opening of its TechDeck™, the first resource of its kind in the area, featuring health and wellness technologies and a health technology coach.



FINANCIAL INFORMATION

Our Resources

	2018	2017
Acute Care, Behavioral Health and Rehab Services	\$ 3.49 billion	\$ 3.3 billion
Physician Services	294 million	257 million
Ambulatory Services	340 million	314 million
All Other Services	30 million	56 million
Non-Operating Income (Loss) Primarily from Investing Activities	(128 million)	461 million
<hr/>		
Total Resources	\$ 4.03 billion	\$4.39 billion

How Our Resources Were Used

Salaries and Benefits to Our Team Members	\$ 2.09 billion	\$ 1.97 billion
Medical Supplies	703 million	655 million
Other Supplies and Services	659 million	623 million
Contracted Physician Services	98 million	86 million
Financial Costs	71 million	60 million
Funding for Replacement Capital	219 million	208 million
Business Acquisitions		90 million
Funding for Future Community Health Care Needs, Technology, New Programs and Facilities	188 million	696 million
<hr/>		
Total Resources	\$ 4.03 billion	\$4.39 billion

VISION STATEMENT

When BayCare's leaders and community-based Board of Trustees approved the Vision statement in 2016, they also set specific goals and metrics around making it a reality. Since then, the health system has been busy working the plan.

"At BayCare, every word in our Vision statement means something," said Tommy Inzina, BayCare president/CEO. "It matters a lot to us. At the end of the day, this is about delivering our very best to our community because they deserve it."

BayCare's Vision: *"BayCare is an extraordinary team leading the way to high-quality care and personalized, customer-centered health."*

Extraordinary Team

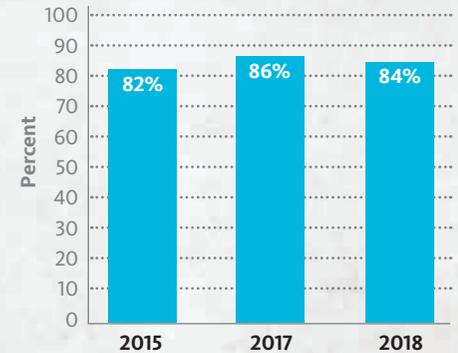
The first part of BayCare's Vision statement reads: *"BayCare is an extraordinary team ..."*

That means right at the beginning, we recognized the important role played by our extraordinary team—which we defined as team members and physicians. Without them, BayCare couldn't achieve its Vision. So, we came up with ways to track how we're doing with our team members and physicians.

In the category of Team Member Engagement, BayCare ranked at the 84th percentile in 2018. Team Member Engagement is an overall measurement used to show how team members feel about the organization. In general, the higher the score, the happier your team members. BayCare's scores mean the organization consistently ranks at the top 20 percent in the nation.

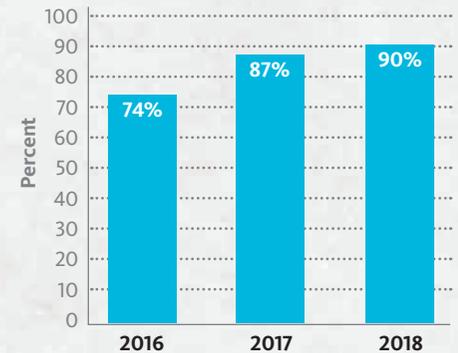
BayCare earned an overall Physician Engagement score in the 90th percentile in 2018, putting its score in the top decile, or top 10 percent, in the country. With the evolving landscape of health care, the ability to build strong physician engagement is pivotal to achieving our goals.

Team Member Engagement



BayCare's team member engagement scores have consistently been in the top 20 percent nationally. Team member engagement is an overall measurement used to show how team members feel about the organization.

Physician Engagement



In 2018, BayCare's physician engagement score reached top decile or top 10 percent nationally. The ability to build strong physician engagement is pivotal to achieving our goals.

VISION STATEMENT

High-Quality Care

The second part of our Vision statement mentions “... *leading the way to high-quality care* ...”

There is a dizzying number of ways to measure health care quality. At BayCare, our Board of Trustees selected one of the top experts in the industry, Truven Health Analytics (now IBM Watson Health), to help us gauge and track our performance, which we call “clinical excellence.”

In 2018, BayCare went from the middle of the pack to the top of Truven’s rankings for similar, large health systems. BayCare ranked 29th out of 113 health systems our size, according to Truven.

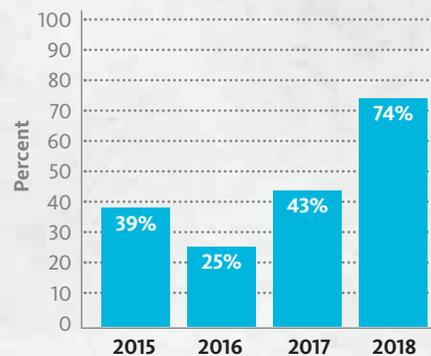
BayCare’s St. Joseph’s Hospitals and Mease Countryside Hospital were named to Truven Health Analytics’ 100 Top Hospitals, an annual study using a balanced scorecard of publicly available quality, safety and patient satisfaction metrics to identify top-performing hospitals in the nation.

St. Joseph’s and Mease Countryside were the only large community hospitals in Florida named to the 2018 list. St. Joseph’s also was awarded Truven’s Everest Award, honoring hospitals that achieve both the highest current performance and the fastest long-term improvement over five years.

BayCare set a bold goal for 2018 to hit 555 on the Truven composite, which is a comprehensive scorecard using clinical outcomes (*mortality, complications, etc.*), efficiency (*length of stay, emergency department throughput, etc.*) and Medicare Spend Per Beneficiary (*ability to control cost*). Achieving a score of 555 would have put BayCare among the top health systems in the country.

In 2018, BayCare achieved a Truven composite score of 622.

System Overall Score



BayCare’s overall system score when compared to similar-sized health systems in the nation, according to Truven Health Analytics (now IBM Watson Health).

Personalized, Customer-Centered Health

The third part of BayCare's Vision statement reads: “... and *personalized, customer-centered health*.”

This section describes how we're going to improve access to health care services in a way that meets the expectations of today's customers. In other words, we need to deliver services to customers how, when and where they want them.

BayCare kicked off a partnership with Publix in 2017 to provide a new kind of health care at Publix stores throughout the Tampa Bay area. By the end of 2018, BayCare had opened 20 telehealth kiosks at Publix stores, where customers can connect with a physician through a private video chat. These kiosks provide the community with more convenient and cost-effective places to receive health care services.

BayCare also started offering online check-ins—called *Save Your Spot*—at BayCare laboratories and urgent care locations, and self-scheduling at primary care locations and imaging centers. The health system also continued to expand BayCare Urgent Care, opening its 16th location in our four-county service area.

Advancements in offering more personalized, customer-centered care have included:

- HealthNav®, BayCare's free symptom checker and care navigator app that guides patients toward the appropriate care path: urgent care, virtual visits, emergency care
- Urgent care expansion throughout the Tampa Bay area to improve health care access
- A broad range of telemedicine initiatives to care for patients remotely
- Collaboration with Publix to install BayCare telehealth kiosks at store locations
- BayCareAnywhere, a mobile app that patients can use to see a doctor 24 hours a day, seven days a week
- Phreesia, an online registration and appointment system for patients
- Central Pricing Office that provides patients with an estimate of their financial responsibility
- *Save Your Spot*, an online appointment reservation system for patients at BayCare Laboratories and Urgent Care



DID YOU KNOW?

BayCare HomeCare's eWound Care Program uses telehealth (*virtual*) technology to manage complex wounds for homebound patients. The program continued to expand in 2018 and delivered over 2,100 virtual wound visits.

DID YOU KNOW?

In the aftermath of Hurricane Michael in October 2018, BayCare's Behavioral Health team deployed disaster survivor case management and clinical care teams for special needs residents displaced by the storm.

COMMUNITY BENEFIT

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

When BayCare was founded in 1997, one of the main goals was to create a health system with the financial and organizational strength to ensure high-quality health care for everyone in the community—not just those with personal wealth or a good health insurance policy, but also people who lacked resources to buy insurance or pay for their care. That belief in equal access to high-quality care, regardless of the ability to pay, is woven into BayCare’s DNA as a community-owned, not-for-profit health system.

“We exist to serve the community,” said BayCare President and CEO Tommy Inzina. “If you can’t afford medical care, we’ll help you apply for financial assistance. If necessary, we’ll even write off your care so you don’t have to endure even tougher times just because you got sick.”

At BayCare, we call this our “Community Benefit.” It’s when we provide charity care to those who can’t afford to pay, or when we cover the difference between the cost of care and what Medicaid or other income-based programs will reimburse, or when we offer free educational classes or health screenings to the community. In 2018, BayCare’s Community Benefit total was \$462 million, or about 11 cents of every dollar of operating revenue. That was an increase from 2017’s Community Benefit of \$391 million.

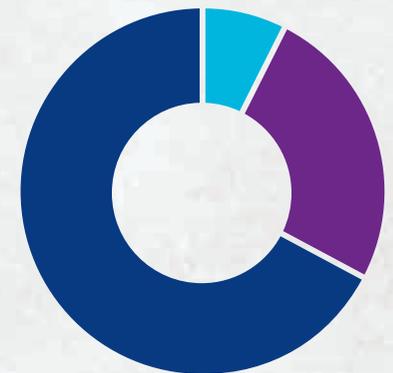
BayCare also conducts comprehensive community health needs assessments (CHNAs) to identify the most significant health needs across our region and develop strategies for addressing them.

BayCare uses a collaborative process in the communities surrounding each of our hospitals, integrating extensive data, listening to the people we serve and working with community organizations that share our commitment to improve health and quality of life. BayCare has found that our region’s health needs are pressing and diverse, from increasing access to affordable care to addressing chronic conditions such as diabetes and asthma that are limiting quality of life for too many in our communities.

In 2018, for example, Bartow Regional Medical Center and Winter Haven Hospitals in Polk County began offering inpatient and outpatient programs to address weight reduction and diabetic management in the community. These two clinical areas were identified as among the most significant health needs of that community.

2018 Total Community Benefit: \$462 million

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



\$311 million | Medicaid/Income-Based Programs: Patients with some insurance, but not enough to cover their medical bill

\$117 million | Charity Care: Patients with no insurance

\$34 million | Unbilled Community Services: Health professional education, community health services, cash and contributions to community groups, and other services

COMMUNITY BENEFIT

Charles



Charles was homeless, living on the streets of St. Petersburg, collecting scrap metal to sell for grocery money. One day he stepped on a nail. With no doctor and no health insurance, he tried to treat the wound himself. It didn't work.

He limped into BayCare's St. Anthony's Hospital with a raging infection in his foot and no money to pay for medical care. He was admitted, and for months the hospital battled the spreading infection. He lost his toes, then his foot, then his lower leg, before the infection was beaten.

He was discharged—not to the streets, but to BayCare's Medical Respite program at Pinellas Hope, a facility for the homeless operated by Catholic Charities. Medical Respite patients live in small, clean, air-conditioned rooms and receive regular visits from BayCare HomeCare nurses until they fully recover. Charles qualified for disability payments, received an artificial leg, and now lives independently in a Pinellas Hope rental apartment.

"They took really good care of me here," he said. "If it wasn't for this place, I'd probably be dead."

DID YOU KNOW?

BayCare provides a full-time registered nurse to care for homeless residents of Pinellas Hope, which is operated by Catholic Charities, and the patients in the BayCare Medical Respite program there.

Timmetra



Metropolitan Ministries, a Tampa not-for-profit, exists to help people who are in crisis—homeless, unemployed, fleeing from abusive home lives. However, this time the crisis was Metropolitan Ministries' own. It had lost its longtime nurse practitioner, who provided medical care for the 250 children who live with their parents on the Metropolitan Ministries campus. The organization's leaders approached BayCare and asked for help.

BayCare stepped up by adding equipment and staff to the mobile medical clinic, which is operated by St. Joseph's Children's Hospital, so it could make weekly visits to Metropolitan Ministries to treat both sick and well children. That was a relief to the parents who live there, including

“That really took a lot off my shoulders... The care that they receive is excellent. You can tell they really care about the kids.”

Timmetra. She previously had to use the public transportation system in order to see a pediatrician an hour away, loaded down with her 3-year-old and 8-month-old sons, a bulky double stroller and a diaper bag.

“That really took a lot off my shoulders,” she said. “The care that they receive is excellent. You can tell they really care about the kids.”

Toby



Toby was a cook at Tropicana Field in St. Petersburg. He worked long hours and paid no attention to what he was eating. When he started feeling ill and losing weight, he went to a local emergency room and was shocked by the diagnosis: type 2 diabetes. The doctors told him that his glucose level was so high that he could have died within months.

Toby knew nothing about diabetes or how to control it. He knew he had no way to pay for medications and medical care. He knew, though, that he wanted to get better and live longer.

Toby went to the St. Petersburg Free Clinic, where he learned that BayCare provided grant funding for a diabetes healthy living coach to work with dozens of the clinic’s patients at no cost to them. He was provided a coach, nurse Anna Stoiber, who taught him how to test his blood sugar level, take his medications and manage his diet. He calls Anna frequently to ask questions or get support.

“I think having a health coach was God-given,” he said, “because I didn’t know what diabetes was.” Now, he’s celebrating the likelihood of a longer, healthier life.

DID YOU KNOW?

In 2018, BayCare provided \$34 million in unbilled community services, such as health professional education, community health services, cash and contributions to community groups, and other services.

MILESTONE

BayCare Insurance: BayCarePlus™

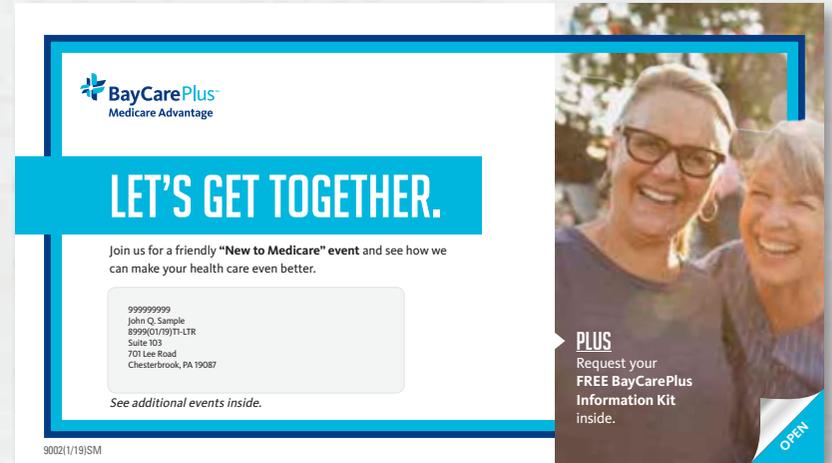
2018 brought a big milestone: the successful launch of our first health insurance product.

When open enrollment ended in December, BayCare Health Plans enrolled more than 4,000 customers in its Medicare Advantage (HMO) plan, called **BayCarePlus**, available to qualifying residents of Pinellas, Pasco, Polk and Hillsborough counties. Medicare Advantage is a type of health insurance offered by private companies that contract with the federal government to provide Medicare Part A and Part B benefits.

“We were excited to get this up and running, and look forward to delivering a service that meets the needs of our community and with the same customer experience and local focus that people expect from BayCare,” said Tommy Inzina, BayCare president/CEO.

BayCare’s initial entry into the insurance market was limited to this one product so we can gain experience and use lessons learned as we consider other insurance products in the future.

BayCare’s launch of an insurance strategy is one step in the evolution from the health care industry’s current fee-for-service model to population health. As the area’s leading not-for-profit health system, BayCare is in a great position to meet the demands of keeping an entire population healthy by aligning insurance, or payment, with delivery of care.



DID YOU KNOW?

BayCare Health Plans enrolled more than 4,000 customers in its Medicare Advantage (HMO) plan, called **BayCarePlus**, available to qualifying residents of Pinellas, Hillsborough, Pasco and Polk counties.



TEAM MEMBER SATISFACTION AWARDS

One of our strategic goals at BayCare is to have the happiest and most engaged workforce in health care. In 2018, we made great strides toward this goal, and we continue to head in the right direction.

In 2018:

- BayCare was named 65th on the 2018 *FORTUNE* 100 Best Companies to Work For® list, which was based on survey responses in 2017 from more than 310,000 employees rating their workplace cultures on 50-plus elements. These elements include trust in managers, compensation, fairness, pride, camaraderie and workplace traits linked to innovation.
- Great Place to Work® and *FORTUNE* named BayCare one of the Best Workplaces for Women, Diversity and Best Workplaces in Health Care—nationally!
- For four years in a row, BayCare also was recognized as a Top Workplace in the Tampa Bay area by the *Tampa Bay Times*.
- BayCare was named in the Top 150 Great Places to Work in Healthcare by Becker's Hospital Review, earned the Florida Hospital Association's Celebration of Service Award for Best Hospital Workplace, and was recognized by the statewide program Vocational Rehabilitation (VR) as an outstanding employer in the state for hiring persons with disabilities and for helping them achieve independence.
- BayCare ranked 38th on *Training* magazine's "Training Top 125" list, and the National Center for Healthcare Leadership (NCHL) named BayCare as one of the 10 leading "BOLD" health care organizations nationally—Best Organizations for Leadership Development.



COMMUNITY SUPPORT

Since BayCare was founded in 1997, we have been fortunate to enjoy strong support from community members, who feel a personal attachment and a strong sense of ownership toward the health system.

In fact, our mission statement reads: “Improve the health of all we serve through community-owned services that set the standard for high-quality, compassionate care.” The word “community” is baked into the very core of our organization.

The support we receive has always been a big part of our success, and we could not be more appreciative. We know we would not be a leading health system in the region without the community’s support solidly behind us.

In 2018, more than 3,000 volunteers worked tirelessly at our hospitals. We also are fortunate to have strong support from 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
- Winter Haven Hospital Foundation

Together, these foundations granted \$11 million in 2018 to support important initiatives and programs at our hospitals. These grants help our hospitals renovate patient care areas, purchase new medical equipment, provide scholarships to help team members pursue their dreams of being an LPN or RN, and so much more.

On behalf of BayCare and our Board of Trustees, we thank the community for its continued support. You are as much a part of BayCare as we are.



2018 LEADERSHIP

Chief Executive Officer

Tommy Inzina
President/CEO

System Support

Janice Polo
EVP, Chief Financial Officer

Kyle Barr
*SVP, Chief Team
Resources Officer*

Scott Kizer
SVP, Chief Legal Officer

Edward Rafalski
*SVP, Chief Strategy
and Marketing Officer*

Teri Sholder
SVP, Chief Quality Officer

Tim Thompson
SVP, Chief Information Officer

Ronald Beamon
*VP, Chief Financial Officer,
Hospital Division*

Lynnette Clinton
VP, Applications

Ronald Colaguori
*VP, Supply Chain and Hospital
Operations Support*

Jeffrey Durham
*VP, Audit Services and Corporate
Responsibility*

Keri Eisenbeis
*VP, Government and
Community Relations*

Donna Ghobadi
VP, Managed Care

Lynda Gorken
VP, Patient Financial Services

Scott Harding
VP, Facilities and Construction

Thien Lam
*VP, Chief Information
Security Officer*

David Road
VP, Finance, System Office

Carl Tremonti
*VP, Chief Financial Officer,
BMG/Ambulatory*

Operations

Glenn Waters
EVP, Chief Operating Officer

James Cote
SVP, Ambulatory Services

Louis Galdieri
*SVP, Market Leader North
Pinellas/West Pasco;
President, MPH*

Kimberly Guy
*SVP, Market Leader Hillsborough
and East Pasco; President,
St. Joseph's Hospital*

Lisa Johnson
SVP, Chief Nursing Officer

William Ulbricht
*SVP, Chief Administrative
Officer, BMG*

Karen Kerr
President, SFBH

Paula McGuiness
President, SJHN

Philip Minden
President, BRMC

Sarah Naumowich
President, MPNB

Matthew Novak
President, MCH, MDH

Stephen Nierman
President, WHH

Scott Smith
President, SAH

Ethan Chernin
VP, Chief Operating Officer, BPP

Thomas Doria
*VP, Patient Services, Chief
Nursing Officer – West*

Victor Hruszczyk
VP, Laboratory

Todd Jones
VP, Ambulatory

Carol Koeppel-Olsen
*VP, Patient Services, Chief
Nursing Officer – Polk*

Michael Magee
VP, Pharmacy

Joanne Mayers
*VP, Patient Services, Chief
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Arlene McGannon
VP, Mission, SJB

Kathryn McGuire
VP, HomeCare

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VP, Behavioral Health

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Physician Executives

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EVP, Chief Medical Officer

Dana Kellis, MD
*SVP, Chief Medical Officer,
Hospital Division*

Andrew Fink, MD
SVP/President, BMG

Bruce Flareau, MD
*President, Physician
Leadership Institute*

Sandra Brooks, MD
*VP, Chief Medical Officer,
SJWH and SJCH*

Jeffrey Held, MD
*VP, Chief Medical Officer,
Ambulatory Services*

Gregory Hindahl, DO
*VP, Chief Medical
Information Officer*

Jeffery Jensen, DO
VP, Chief Medical Officer, MPH

Patrick Lytle, DO
VP, Clinical Excellence

James McClintic, MD
VP, Chief Medical Officer, SAH

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

Mark Vaaler, MD
VP, Chief Medical Officer, SJH

Alan Weiss, MD
*VP, Chief Medical
Information Officer*

“It’s so rewarding to see all that we do for our community. Whether you’re in our corporate offices, hospitals, urgent care centers or doctors’ offices, everyone truly cares and treats each other with respect and kindness. It would be impossible not to be proud of our company.”

~ 2018 Trust Index Survey Team Member

