



Board of Trustees

BayCare's Board of Trustees, comprised of more than 20 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.

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

Values

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

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2019: By the Numbers

\$461 Million¹
Community Benefit



5,218⁴

Physicians and Medical Professionals (PAs, ARNPs, CRNAs)



12

Outpatient Imaging Facilities

\$4.4

Billion Operating Revenue



3,482²
Beds

29,045³

Team Members



Patients Discharged from Our Hospitals **176,412**

33

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



Physician Practice Locations

124

2,355
Volunteers

878,385

HomeCare Visits



5

Surgery Centers

86,230
Outpatient Surgeries



612 Employed Physicians

15
Hospitals

+18
Urgent Care Centers



13,714

720,815
Emergency Room Visits

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

³ Includes PRN

⁴ Includes employed, credentialed and community-based physicians, and medical professionals

From Our President/CEO and Board Chairman

Dear Community Members and Friends,

We're proud to provide you with our 2019 Report to the Community.

As your community-owned, not-for-profit health system, we're accountable to you, and we're happy to share all that we accomplished in 2019.

This report is organized a little differently than it has been in the past, with sections on BayCare as a *provider*, BayCare as an *employer* and BayCare as a *community partner*. Because we're different things to different people.

As a health care provider, we were ranked in the top 20 percent of large health systems nationwide by IBM Watson Health, an organization that's highly regarded for the way it measures clinical, operational, financial and patient experience data. Three of our hospitals made IBM Watson Health's Top 100 Hospitals nationally. And with our annual physician survey scores in the top 15 percent of the country for both engagement and alignment, our physicians think BayCare is a good place to practice medicine.

As an employer, we have an extraordinary team. Our team member survey puts us in the top 10 percent nationwide for employee engagement. We were ranked No. 37 on *Fortune's* Best Companies to Work For list. Our compassionate team members are dedicated to providing the absolute best care.

As a community partner, we devoted 10.4 percent of our revenue — more than 10 cents of every dollar—to Community Benefit to ensure that we could care for everyone in our community who needs us, regardless of their ability to pay. We also conducted a Community Health Needs Assessment to identify where we can provide the most support to our community. You'll hear more about that from us this year.



CEO/President Tommy Inzina, right, and Board Chairman Eric Obeck.

While rankings and numbers are important, they aren't everything. We're ultimately driven by our Mission: *To improve the health of all we serve through community-owned services that set the standard for high-quality, compassionate care.* We exist for you and because of you. So, thank you for being part of the BayCare family. We're proud to be your community health care system.

Sincerely,

Tommy Inzina
President/CEO

Eric Obeck
Chairman, BayCare Board
of Trustees

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.

BayCare was formed in 1997 by a core group of local hospitals determined to continue providing not-for-profit health care to the Tampa Bay community.

Today, BayCare has grown to an integrated system with 15 hospitals—all not-for-profit and driven by the same mission: to provide high-quality, compassionate care to all we serve. BayCare is one of the largest employers in the bay area, with 29,045 team members and substantial economic impact in this area and beyond. In 2019, BayCare was ranked in the top 20 percent of large U.S. health care systems by IBM Watson Health on metrics designed to measure the health of hospital systems and the quality of care they provide.

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 | 599 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 | 447 beds

Winter Haven Women's Hospital
Founded 1987 | 61 beds

Here for You as a Health Care Provider

BayCare is the largest health care system in the Tampa Bay and West Central Florida regions, operating 15 hospitals and hundreds of other facilities. We exist to serve the community's need for high-quality care, which is why many of our hospitals are in the midst of expansions and why we provide a wide array of care options, including urgent care centers, surgery centers, behavioral health facilities, physician offices, kiosks in Publix supermarkets and an innovation in care delivery, BayCare HealthHubs™.

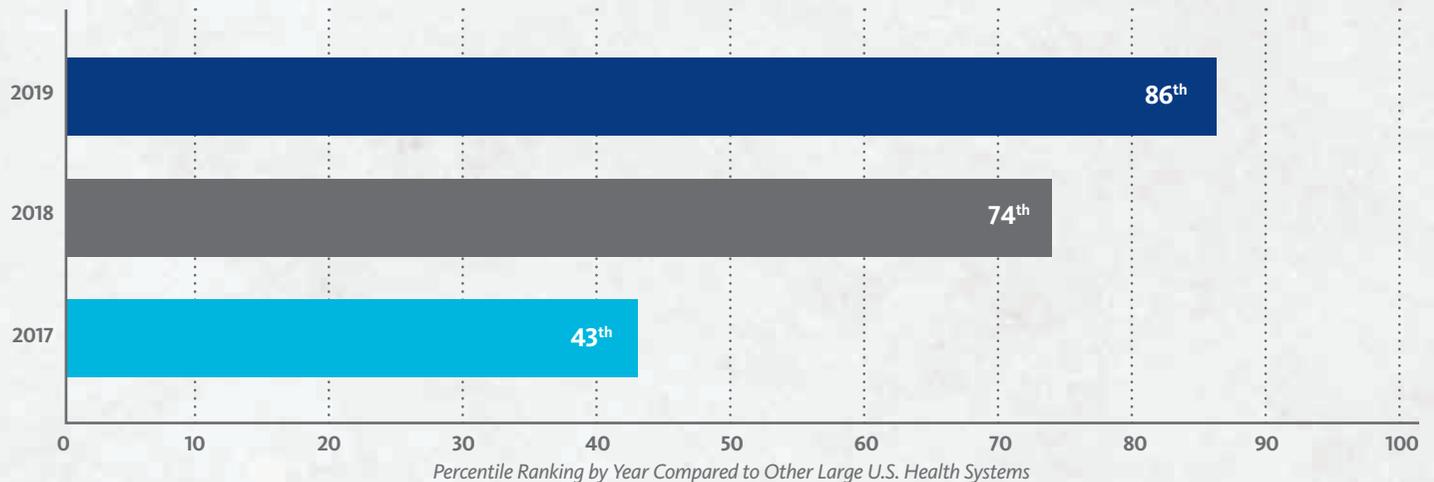
When people can't come to us, we go to them, with services such as a mobile medical clinic for children in underserved areas and Lab2Door to provide lab services to patients at home.

We serve hundreds of thousands of patients every year, but we know that our size and scope matter little to those who need our help. Their need, whatever it may be, is deeply personal to them and each one wants to be treated as an individual, not a number.

That's why BayCare's No. 1 goal is delivering clinical excellence to every patient, every time, in every setting where they interact with our providers. We want it to be the right care, in the right place, at the right time, provided in a way that's dignified, respectful and mindful of patients' need for convenience, value and, most of all, positive outcomes.

BayCare made great strides on its clinical excellence goal in 2019, earning high rankings from groups that use proven metrics to measure clinical quality and patient experience. IBM Watson Health ranked BayCare in the top 20 percent of large U.S. health systems and put three BayCare hospitals—Mease Countryside, Morton Plant and St. Joseph's—on its list of 100 Top Hospitals. St. Joseph's Hospitals earned the top-rated five-star quality rating from the Centers for Medicare and Medicaid Services. BayCare HomeCare earned 4.8 stars, outperforming competitors.

IBM Watson Health Ranking



Here for You as a Health Care Provider

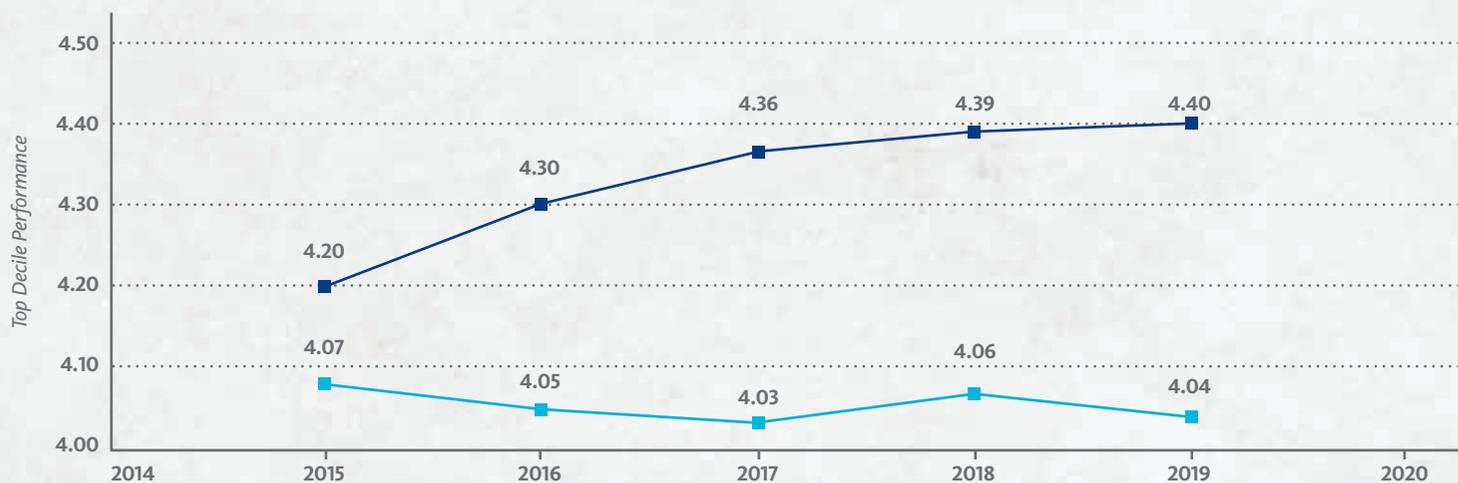
BayCare is working on multiple fronts to improve patient care and outcomes. For example, we launched robotic ultraviolet light disinfection in rooms throughout our hospitals, empowered team members and physicians to “stop the line” if they see anything amiss, initiated a ZERO HARM campaign, introduced a new physician web portal to improve clinicians’ communication and collaboration, and addressed gaps in hospital discharge instructions to ease patients’ transitions to their homes.

Patients with certain chronic illnesses find it so difficult to continue their recovery at home, that too often they end up back in the hospital in less than 30 days. To help those patients, BayCare developed its Transitions of Care Pharmacy Program, assigning pharmacists to work with patients for 30 days after they go home.



That’s just one example of how BayCare is transforming health care. The program not only has reduced hospital readmissions, it’s brought life-changing improvements in the path to recovery for patients and their families.

Physician Engagement



BayCare's annual physician survey measures physicians' engagement with the health system on a scale from zero to five, with five as the best.

Spotlight > Carsell and Lisa Armstrong

For Lisa Armstrong, 7:30 a.m. was the worst time of day. By then, she and her father, Carsell Armstrong, were well into another exhausting, frustrating round of confusion and debate about his health care needs.

Carsell, 65, suffers from chronic obstructive pulmonary disease (COPD), congestive heart failure and sleep apnea. Every day he took more than 20 pills, used three inhalers and slept hooked up to a special machine to make sure he kept breathing.

On Father's Day 2019, Lisa found him in his home barely breathing. He had pneumonia. After a week in BayCare's St. Joseph's Hospital, he was better, but Lisa decided to move him into her home temporarily.

As a mother, doctoral student and instructor at the University of South Florida (USF), she already led a busy life. When her father moved in, so did an array of medical equipment and an astonishing collection of pills he'd been given over the years. But he couldn't tell her what the pills were for or when he was supposed to take them. He had battled COPD since the 1990s, and he was tired of the fight.

"I personally gave up. I thought it was the end," he said.

Lisa was overwhelmed and afraid. "He'd go to sleep and I'd stay awake to make sure he wasn't going to ... die," she said.

Then Mary Lomberk, a pharmacist in BayCare's Transitions of Care (TOC) Pharmacy Program, called and introduced herself. Mary's husband knew Lisa at USF and felt the TOC program might help the family. Mary assured Lisa that help was on the way.

The day that TOC pharmacist Stephanie Hughes called to start working with the Armstrongs, she heard firsthand the confusion, fear and frustration disrupting their household.



Carsell Armstrong and his daughter, Lisa.

To foster a sense of calm, Stephanie gave them a list of all the medications Carsell had, what each one was for and the side effects they could cause. Stephanie and Mary realized that one medication Carsell had taken for a decade was no longer recommended; they arranged for a better one. They reduced the number of pills he took each day, eliminated two of his three inhalers and wrote out a medication schedule.

Within three weeks, Carsell was so much better that he moved back home.

"They understood what my dad means to me," Lisa said. "It was like I wasn't alone anymore. And they were so patient. My dad felt respected. He felt like he finally understood what was happening."

"It changed my mind about going on," Carsell said. "I feel like I'm living my best life now."

Here for You as an Employer

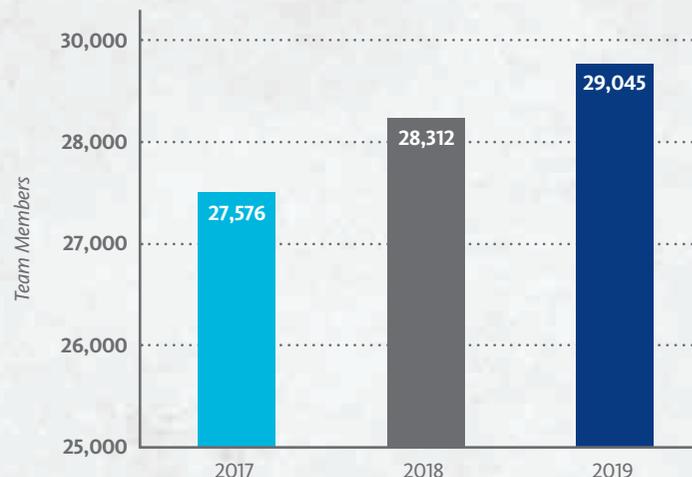
In 2016, BayCare President/CEO Tommy Inzina announced a goal for the health system: By 2021, he wanted BayCare to rank nationally in the top 20 percent of large hospital systems on measures of the quality of health care provided to patients. He knew that it would take a committed, fulfilled and happy workforce to reach that goal. BayCare's more than 29,000 team members achieved Inzina's goal in 2019—two years early.

The health system already had begun sweeping workplace honors that are awarded nationally and locally: *Fortune's* 100 Best Companies to Work For; *Fortune/Great Place to Work's* Best Workplaces in Health Care and Biopharma, Best Workplaces for Women, Best Workplaces for Diversity and Best Workplaces for Millennials; Becker's Healthcare's 150 Top Places to Work in Healthcare; *Training* magazine's global, all-industries Training Top 125; and the *Tampa Bay Times's* Top Work Places. All 14 of BayCare's acute-care hospitals achieved Pathway to Excellence designation, which recognizes hospital systems that have positive practice environments where nurses can excel.

How was all that success achieved so quickly?

It's partly a matter of BayCare's culture. The words in our Values statement are highlighted in foot-tall, illuminated letters on the lobby walls in our Clearwater headquarters. Trust. Respect. Dignity. Responsibility. Excellence. The words apply to how we treat our patients, our customers and each other. Our Values create a for-all environment where all team members, regardless of where they work or what they do, feel valued for their authentic selves and translate that to extraordinary care.

Workforce Growth



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It's partly a matter of mission. BayCare's Mission is to "improve the health of all we serve through community-owned services that set the standard for high-quality, compassionate care." Our 29,045 team members understood that though the CEO's goal was ambitious, achieving it would benefit our patients, and that's a mission that matters to all of us.

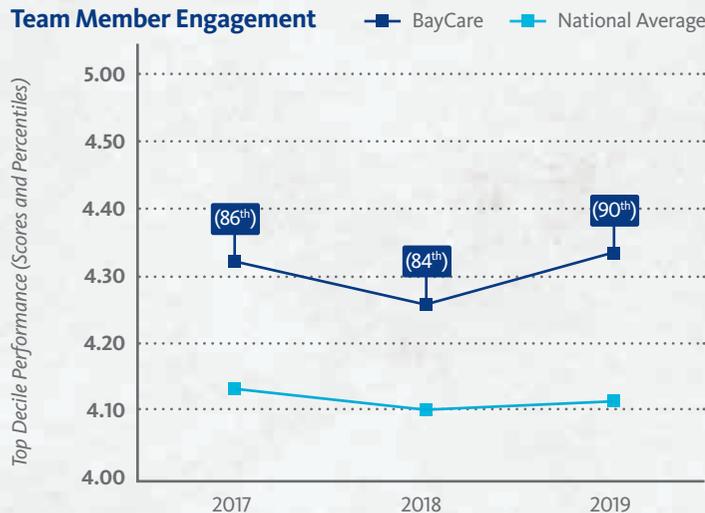
It's also this: BayCare is built around a Quality Model that emphasizes the concept of continuous improvement. To power the workforce's drive to be ever better, BayCare supports team members with competitive salaries and benefits, the opportunity to advance their education through tuition assistance for certificate and college-level study, leadership training for those who aspire to higher roles in the organization, a voluntary Employee Assistance Program for team members and their dependents who are experiencing a rough patch in their personal lives, and an environment that encourages and rewards hard work, initiative and innovation.

2019 Team Member Benefits



- Retirement | \$193,851,000
- Health Insurance | \$184,559,000
- Paid Time Off | \$155,724,000
- Education & Development | \$52,082,000
- Reward & Recognition | \$42,470,000
- Income Protection* | \$14,395,000
- Miscellaneous | \$3,932,000

*Income Protection includes life and disability, unemployment and workers' compensation.



Here for You as an Employer

Spotlight > Team Member Angel Brown

Angel Brown was 17 years old and had no idea what she wanted to do with her life. College wasn't affordable for her Plant City family, so it wasn't on her radar screen. She didn't even know what fields of study colleges offered. "I didn't see the world as a big world," Angel recalls. "I saw it as a very small world. Small and quaint."

However, like most teens, she wanted to earn some money, so she applied for an evening receptionist job in the weight management clinic at St. Joseph's Hospital in Tampa. Two years later, she transferred to a daytime receptionist job in the busy human resources department. And the door to a bigger world began to crack open.

From her desk, Angel watched and listened as hospital team members and new applicants for jobs visited the department. They came from all walks of life. They had held all kinds of jobs. They were looking for new opportunities. Angel's eyes were opened to possibilities. She wondered, if they could do it, could she?

Her lack of higher education was a hurdle, but as a BayCare team member, she was eligible for the health system's popular tuition assistance program. She used it to earn an associate degree at Hillsborough Community College, then a bachelor's degree in human resources management at St. Leo University.

"Basically, BayCare paid for my education," Angel said.

She worked hard, and soon more opportunities came her way at BayCare. A nurse staffing coordinator job, then a supervisory role in staffing. An entry-level BayCare recruiter post, then recruitment manager.



Angel Brown, director of Talent Acquisition and Employee Health, leads a meeting of her management team.

Today, that 17-year-old kid who had no road map for life is 48 years old and director of Talent Acquisition and Employee Health at BayCare. Eighty people report to her. She's regularly sought out by headhunters representing other employers but sees no reason to leave the organization that helped her grow as a person and a leader.

"I feel like BayCare invested in me. It stretched me. It still stretches me," she said, smiling. "I just feel blessed. BayCare is the greatest place to work. It's not about the money. It's about how you can make a great place greater."

Here for You as a Community Partner

In the mid-1990s, leaders of several Tampa Bay not-for-profit hospitals saw challenges looming for the health care industry. They believed that rising costs, increasing government regulation and competition from for-profits would make it difficult for stand-alone, not-for-profit hospitals to survive and deliver high-quality health care to all patients, including those unable to pay for their care. These visionary leaders came together to sacrifice some of their own institutions' autonomy and create a new not-for-profit entity, BayCare Health System, to operate all their hospitals under one umbrella.

BayCare is community-grown. We don't have outside owners or shareholders demanding ever-higher profits, so we can be laser-focused on providing exceptional care to the communities of Tampa Bay and West Central Florida. If someone gets sick but doesn't have the resources to pay for treatment, BayCare, true to its not-for-profit roots, helps them out. Simply put, BayCare exists to serve the community.

During 2019, one way that BayCare served the community was by providing \$461 million in "Community Benefit," a term that describes the services a health care system provides to individuals and communities without being paid. BayCare's services include charity care, community health screenings, education of health care professionals and sponsorships.

BayCare wants its Community Benefit contributions to go where they are needed most. So, in 2019, BayCare reached out to its health care competitors and the local departments of health in the West Central Florida market with an unprecedented proposal: Let's combine our efforts and work together to find out what the residents of our communities need the most to help them live healthier, happier lives.

2019 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.



- \$319 million | Medicaid/Income-Based Programs:** Patients with some insurance, but not enough to cover their medical bill
- \$103 million | Charity Care:** Patients with no insurance
- \$39 million | Unbilled Community Services:** Health professional education, community health services, cash and contributions to community groups, and other services

Here for You as a Community Partner

Spotlight > Learning the Community's Needs

Anyone who does much driving around the Tampa Bay area knows that although Pinellas, Pasco, Hillsborough and Polk counties bump up against each other, they have very different characteristics and demographics. If a health care system that serves all four counties wanted to focus its efforts on what residents need most, how would it figure out what's needed?

The federal government requires that all not-for-profit health care systems do a Community Health Needs Assessment (CHNA) every few years to identify, prioritize and address pressing needs in its service area. Typically, each system does its own CHNA, but in 2019, BayCare realized that if all the not-for-profit health systems serving those four counties worked together, the results could be much more substantial.

BayCare led the way to an unprecedented collaboration by six area health care systems—most of them competitors—and the local departments of health to survey residents of the four counties about their needs. Almost 20,000 people completed questionnaires about their health, access to care, lifestyles and community concerns.

Then health and community leaders from each county met in hours-long sessions to examine the survey results and additional information. They determined that the three most pressing health issues in the West Central Florida region are: 1) mental health and substance use, 2) access to health care services and 3) exercise, nutrition and weight.

The health systems went a step further, forming the All4HealthFL Collaborative. They agreed to work together to create programs that will address those three top health needs. The goal: to make the lives of the people we serve healthier, longer and less of a struggle.



Polk County residents and leaders meet to set priorities based on results of a health needs assessment.

“We learned that even though there’s a history of competition among the entities involved, when you bring people together, a lot of energy is created to improve health,” said Lisa Bell, BayCare Community Benefit manager. “The process has left me and my team and our partners with a great sense of accomplishment.”

The three most pressing health issues in the West Central Florida region are:

- 1) Mental health and substance use
- 2) Access to health care services
- 3) Exercise, nutrition and weight

Our Resources

	2019	2018
Acute Care	\$ 3.68 billion	\$ 3.48 billion
Physician Services	311 million	284 million
Ambulatory Services	360 million	334 million
Health Plan	35 million	—
All Other Services	28 million	64 million
Non-operating Income (Loss) Primarily from Investing Activities	764 million	(128 million)
<hr/>		
Total Resources	\$ 5.18 billion	\$ 4.03 billion

How Our Resources Were Used

Salaries and Benefits to Our Team Members	\$ 2.20 billion	\$ 2.09 billion
Medical Supplies	769 million	703 million
Other Supplies and Services	676 million	659 million
Contracted Physician Services	108 million	98 million
Financing Costs	64 million	71 million
Funding for Replacement Capital	228 million	219 million
Funding for Future Community Health Care Needs, Technology, New Programs and Facilities	1.13 billion	188 million
<hr/>		
Total Resources	\$ 5.18 billion	\$ 4.03 billion

2019 Highlights



A topping out ceremony is held for a \$75 million expansion of St. Joseph's Hospital-North in Lutz.

IBM Watson Health names three BayCare hospitals—Mease Countryside, Morton Plant and St. Joseph's—to its list of 100 Top Hospitals in the nation. In addition, St. Joseph's Hospitals earns the organization's Everest Award for greatest improvement over five consecutive years.

A topping out ceremony is held for the \$112 million expansion of St. Joseph's Hospital-South in Riverview.

For the first time, BayCare reaches the top 20 percent of large U.S. health systems as measured by IBM Watson Health in its annual study—a goal BayCare had hoped to reach by 2021. BayCare ranks in the 86th percentile.

Congress passes the Advancing Care for Exceptional Kids Act to improve care delivery to children with complex medical conditions. BayCare lobbied for years for passage of the act, inspired by our Chronic Complex Clinic at St. Joseph's Children's Hospital.

BayCare and 30 other organizations join forces and form the West Central Florida Mental Wellness Coalition Inc., to begin addressing a mental health and substance use crisis in the region.

JAN

FEB

MAR

APR

MAY

JUN

A 950-space parking garage opens at Mease Countryside Hospital in Safety Harbor, part of a \$156 million expansion and renovation project.

BayCare launches its Mobile Response Team to respond to mental health crises in Pasco and Hernando county schools, hoping to reduce the number of students removed from school under the Baker Act.

BayCare's St. Joseph's Hospitals receive the top five-star quality rating from the Centers for Medicare and Medicaid Services.

BayCare opens its new model of care, BayCare HealthHub, in a state-of-the-art facility in Hillsborough County. The HealthHub combines physician offices, a fitness center, wellness activities and the BayCare TechDeck™, where digital devices can be purchased. A second HealthHub is in Largo.



BayCare launches its Price Estimator, a good-faith effort to provide approximate prices for a variety of medical services.

St. Joseph's Children's Hospital is the first pediatric hospital in the southeast U.S. to use Surgical Theater Precision VR technology for surgical planning and patient education.





BayCare holds its 14th annual Quality Sharing Day, where team members unveil and celebrate the health system's innovations and performance improvements.



A pedestrian bridge is installed to connect St. Joseph's Hospital to St. Joseph's Women's Hospital in Tampa.

In 2019, BayCare receives 16,250 five-star ratings on social media review sites, including Google, Facebook and ZocDoc.

JUL

More than 500 residents and leaders from Pinellas, Hillsborough, Polk and Pasco counties meet to decide the top health needs in the region. The effort is led by BayCare and other not-for-profit health care organizations.



AUG

BayCare begins 3-D printing of anatomical models for use in surgical planning and education of our patients.



SEP

OCT

NOV

BayCare announces it will build a 60-bed hospital on the west side of Bruce B. Downs Boulevard, south of State Road 54 in central Pasco County. Completion is expected in early 2023.

In the interest of community health, St. Joseph's Hospital sponsors Smoke-Free Day at ZooTampa, with discounted admission and special activities for those willing to commit to a smoke-free pledge.

DEC



2019 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 Rood
VP, System Finance

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/East Pasco;
President–SJH*

Lisa Johnson
SVP, Chief Nursing Officer

Angela Cosby
*VP, Chief Operating
Officer–BMG*

Karen Kerr
President, SFBH and BRMC

Brandon May
President, MPNB

Paula McGuinness
President, SJHN

Philip Minden
President, SJHS

Sarah Naumowich
President, SJWH and SJCH

Matthew Novak
President, Mease Hospitals

Stephen Nierman
President, WHH

Scott Smith
President, SAH

Ethan Chernin
*VP, Population Health;
Chief Operating Officer–BPP*

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

Victor Hruszczyk
VP, Laboratory

Todd Jones
*VP, Ambulatory
Experience and Operations*

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

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

Michael Magee
VP, Chief Pharmacy Officer

Colleen Walters
VP, Mission and Ethics

Kathryn McGuire
*VP, HomeCare Experience
and Operations*

Sr. Mary McNally
VP, Mission–SAH

Jacqueline Munro
*VP, Nursing Systems
and Resources*

Scott Patterson
*VP, Infrastructure; Chief
Technology Officer*

Gail Ryder
VP, Behavioral Health

Donna St. Louis
*VP, Business
Development and Sales*

Physician Executives

Nishant Anand, MD
*EVP, Chief Medical Officer;
President, BPP*

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

Andrew Fink, MD
*SVP, BayCare;
President, BMG*

Bruce Flareau, MD
*President, Physician
Leadership Institute*

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

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

Peter Charvat, MD
*VP, Chief Medical
Officer–SJH*

Jeffery Jensen, MD
*VP, Chief Medical
Officer–MPH*

Patrick Lytle, MD
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–
SJHS, SJHN, SFBH
and BRMC*

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

BayCare is community-owned.

Generous contributions from our community members allow our hospital foundations to support our work: 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 that we provide at BayCare.org.

Would you like to be a volunteer?

In 2019, more than 2,355 volunteers worked 391,682 hours in our facilities. Visit BayCareVolunteers.org.

Want to learn more about our community involvement? Visit BayCareCommunityBenefit.org.



BayCare.org

*For more information, go to
BayCare.org/AnnualReport.*