



2020 Report to the Community



2020: By the Numbers

\$445
Million
Community Benefit¹



5,842

Physicians
and Medical
Professionals³



13

Outpatient
Imaging Facilities

\$4.4
Billion
Operating Revenue



3,805
Beds⁴

12,640,867

Lab Tests Performed⁵



Patients Discharged
from Our Hospitals **148,269**

36

Walk-In Care
Stations Inside
Publix
Stores



28,357 Team
Members²

4 Surgery Centers

78,554
Outpatient Surgeries

779,982

HomeCare Visits



162
Physician
Practice
Locations

641 Employed
Physicians

15
Hospitals

19
Urgent Care Centers



575,962
Emergency Room Visits

13,045 Babies Born at
Our Hospitals



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

²Includes PRN

³Includes employed and credentialed physicians and medical professionals

⁴Includes BayCare Alliant Hospital, Morton Plant North Bay Recovery Center and St. Joseph's Behavioral Health Center

⁵Includes tests from drive-through COVID-19 testing sites

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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From Our President/CEO and Board Chairman



Tommy Inzina, CEO/President



Eric Obeck, Board Chairman

Dear Community Members and Friends,

As we put the finishing touches on this report in early 2021, we're proud of how BayCare Health System has continued to serve our community in the midst of the greatest public health threat of our time. The COVID-19 pandemic has reaffirmed for our team, individually and collectively, the great privilege and responsibility we have as West Central Florida's largest community-owned, not-for-profit health system.

It would have been easy in our 2020 Report to the Community to share just the story of COVID-19. Indeed, our extraordinary team members and providers—more than 30,000 strong—have distinguished themselves and continue to demonstrate unflinching commitment to their neighbors and the community's health in the face of a most unyielding foe. But we're excited to share many other lessons and achievements from 2020, some because of COVID-19 and some in spite of it. Additional information and videos can also be found at [BayCare.org/AnnualReport](https://www.baycare.org/AnnualReport).

On the following pages, you'll learn how the public health crisis helped accelerate many of our plans for the future, from telemedicine services to our Community Benefit focus on food insecurity. You'll understand how BayCare's longstanding commitment to financial stewardship was never more important, helping us sustain our services for the community when they were needed most.

You'll be reminded of another BayCare strength: responding to the community's short- and long-term health needs. We were among the first to offer drive-through COVID-19 testing services in the same year that we also started construction on a new hospital and committed to replace an existing hospital. And our work a year ago helping to start a mental wellness coalition, Tampa Bay Thrives, is even more relevant as our region confronts the behavioral health crisis of the pandemic.

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

Our work continues to receive external validation. We again were ranked in the top 20 percent of large health systems nationally by IBM Watson Health for our clinical and patient experience performance. And *FORTUNE'S* Best Companies to Work For list ranked BayCare number 37 in the nation, based on employee ratings.

We also want to mention that in a year that saw much civic turmoil and reminders of continued racial disparity in our community, BayCare committed itself to building a more inclusive future, pushing forward on robust initiatives to increase supplier and team member diversity, fostering an inclusive culture and supporting health equity for all.

We also devoted just over 10 percent of our 2020 revenue—more than 10 cents on every dollar—to Community Benefit to ensure we could care for those in our community who need our services, regardless of their ability to pay.

But most important in the unprecedented year of 2020 was that each day we continued to carry out 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 our community and because of our community. Thank you for being part of the BayCare family. We're proud to be your community health care system.

Sincerely,

Tommy Inzina
President/CEO
BayCare Health System

Eric Obeck
Chairman, BayCare Board of Trustees
Senior Regional President, Hancock Whitney

The BayCare Board of Trustees, comprised of 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.

2020 Officers

Eric Obeck
Chairman

Rick Colón
Vice Chair

Charlie Osterholt
Secretary/Treasurer

2020 Members

Marion Albanese

Alan Bomstein

Hugh Campbell

Jim Cantonis

Katie Cole

Kurt Erickson, MD

Yvonne Fry

Tracy Halme, MD

Tommy Inzina

Vic Krauze

Gay Lancaster

Susan Latvala

Dewey Mitchell

D. William "Bill" Morrow

Jorge Navas, MD

Sr. Pat Shirley

Cathy Swanson

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 Tampa Bay with 28,357 team members, and is responsible for substantial economic impact in this area and beyond. In 2020, 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 | 555 beds

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

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

St. Joseph's Hospital-North
Founded 2010 | 216 beds

St. Joseph's Hospital-South
Founded 2015 | 212 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

The Pandemic's Impact on the Health Care Industry

The U.S. health care industry had little warning that a new, highly infectious virus with deadly potential and no known treatments would arrive on its doorstep in early 2020.

“You tend to think we had several months to prepare for it. But it went from China to the U.S. in 30 days,” said Glenn Waters, executive vice president and chief operating officer of BayCare.

While U.S. hospitals usually have plans for dealing with mass casualties and natural disasters, few had contemplated, much less planned for, the arrival of a global pandemic that was the biggest threat to American lives since the 1918 Spanish flu. The disruptions to the health care industry were immediate and acute. One of the most immediate was the collapse of supply lines for personal protective equipment (PPE). To battle the highly contagious virus, health care workers needed to be protected from infection so they could care for sick patients. But the primary manufacturers of masks, face shields and gowns were in China, the country first hit by the novel coronavirus known as SARS-CoV-2. Supplies of PPE quickly dried up.

The industry learned that it had “too significant a reliance on a supply chain based in just one part of the world,” Waters said. While U.S. health care systems scrambled to find new suppliers, BayCare team members volunteered to make masks and face shields by hand in a large sewing room set up at system headquarters.



Glenn Waters, Executive Vice President, Chief Operating Officer



Dr. Nishant Anand, Executive Vice President, Chief Medical Officer



Lisa Johnson, Senior Vice President, Chief Nursing Officer



Ed Rafalski, Senior Vice President, Chief Strategy and Marketing Officer

Health Care in a Time of Change

Another challenge was finding the space and beds to accommodate the influx of COVID-19 patients, but an even greater problem was staffing those beds. The industry has grappled with a serious shortage of nurses for several years. BayCare turned to computer modeling to try to predict COVID-19 surges so that plans could be made for beds and staffing.

“We had to do modeling to understand what our capacity was, what we expected the demand to be, and were we able to meet that demand,” said Ed Rafalski, senior vice president and chief strategy and marketing officer for BayCare. “The modeling was key in our preparation.”

Early in the pandemic, government mandates interrupted non-urgent surgeries in Florida. But what was unexpected was a longer-lasting disruption to the industry that continued after the mandates ended: fear. Patients afraid of catching the virus canceled medical appointments and elective procedures and avoided emergency rooms. Hit by the double whammy of the virus and a reduction in people seeking routine care, some hospital systems were forced to lay off staff or eliminate services because of deteriorating bottom lines. BayCare, thanks to continued fiscal stewardship, was able to avoid layoffs.

Also unexpected was the amount of misinformation and conflicting messaging that was circulating in the United States, which left people unsure of how to protect themselves from the virus, said Nishant Anand, MD, executive vice president and chief medical officer for BayCare. “People weren’t informed. They were confused by rumors about treatments that would supposedly cure COVID-19,” he said. Health care leaders had to work hard, he said, to position themselves as informed, trusted advisers so they could educate their communities and correct inaccurate information.



When personal protective equipment supplies ran low early in the pandemic, BayCare team members volunteered to make masks and face shields in a sewing room set up at BayCare's headquarters.

Disruption as a Path to Innovation

Disruption to an industry can have positives too, and so it was with health care in 2020. “The pandemic led to innovations in health care. It allowed us to think about how we deliver services,” Anand said.

The most lasting of the innovations promoted by the pandemic is likely to be telemedicine. Before the coronavirus, the public’s response to the idea of visiting a doctor via computer or cell phone was lukewarm at best, and neither Medicare nor private health insurance companies were interested in covering such visits. “But when the pandemic hit, people very quickly responded,” Waters said. “They adopted telehealth out of necessity. Same thing for providers.



The Structural Heart Team at BayCare's Morton Plant Hospital used technology to conduct a virtual follow-up visit with a cardiac patient and his wife.

They needed to see their patients and this was the most efficient way to do it.” The pandemic led the way for government and insurance companies to recognize and pay for telehealth for patients.

Also advanced by the pandemic was collaboration among hospital systems to balance patient loads. “We learned how interdependent we are,” Anand said. “None of us could do this alone. Together, we could.”

Looking Ahead

The pandemic pushed health care systems into an arena previously occupied primarily by government and local health departments: public health. When systems like BayCare stood up drive-through testing facilities, created web-based symptom checkers or call centers so people could ask questions about the virus, launched vaccine clinics, or advised schools and businesses about how to safely reopen, they were providing public health services.

Some of those experiences may accelerate a movement toward “population health” that was underway in the industry before the pandemic. Population health encourages providers to analyze and address the social determinants of health of different populations they serve, with the goal of keeping everyone healthier.

Finally, the pandemic has had a profound impact on America’s health care workers. Health care leaders who were already worried about the nursing shortage are waiting now to see whether nurses will leave their careers because of their pandemic experiences or whether even more students will enter nursing because they recognize, as never before, the complexity and importance of the work.

“Through all the uncertainty and upheaval in 2020, BayCare nurses remained strong in their commitment to the well-being of their patients, communities and each other,” said Lisa Johnson, senior vice president and chief nursing officer for BayCare.

However, taking care of severely ill patients while experiencing a much higher number of deaths takes a toll. Fear of contracting the virus or giving it to loved ones takes a toll. Getting in and out of protective equipment, including a tight-fitting mask and face shield, takes a toll.

“While nurses are very resilient and their unwavering commitment to their patients remains, we know the challenges our nurses have faced will leave a mark,” Johnson said. “We’re here to do whatever it takes to provide the care our front-line clinicians need for all the care and compassion they continue to deliver to our patients amidst many challenges.”

Clinical Excellence: Our True North

Clinical excellence, says BayCare President and CEO Tommy Inzina, is always BayCare’s “true north,” and in 2016, he and BayCare’s Board of Trustees established that nationally benchmarked quality and safety standards would be how BayCare would measure clinical excellence moving forward. BayCare defines clinical excellence as achieving top scores when compared with similarly sized health systems on nationally recognized measures of clinical quality and safety.

By 2019, BayCare had climbed from a national ranking that was in the middle of the pack to a position in the top 20 percent of large health systems in the nation, based on measures used by IBM Watson Health. In 2020, BayCare repeated that achievement, remaining in the top 20 percent. IBM Watson Health evaluates hospitals and health systems using publicly reported data on clinical and patient satisfaction metrics. Health systems can’t apply for the awards.

In addition, 10 BayCare locations received national awards from Press Ganey, a company that surveys patients on their satisfaction with the service or treatment they received from a health care facility.

“I’m extremely proud to work with such talented team members and physicians,” said Laura Arline, MD, vice president and chief quality officer for BayCare. “Every person in this organization has contributed to BayCare’s high achievement in quality and safety—whether or not they provide direct patient care. We’ve shown that when we all work as a cohesive team toward a singular goal of providing the patients in our community with the very best care possible, we can accomplish anything.”



Alok Singh, MD, (left) and Andrew Sherman, MD, collaborate during a cardiac procedure at St. Joseph’s Hospital, which was named one of the 50 Top Cardiovascular Hospitals in the U.S. by FORTUNE and IBM Watson Health.

Also in 2020

TOP 100



St. Joseph's Hospitals were named to IBM Watson's 100 Top Hospitals list for the third consecutive year.

Morton Plant, Mease Countryside and Mease Dunedin hospitals were ranked in the top 10 percent of U.S. hospitals, and **South Florida Baptist Hospital** was ranked in the top 15 percent.



TOP 50



St. Joseph's Hospital was named one of the 50 Top Cardiovascular Hospitals by *FORTUNE* and IBM Watson Health.

Nine BayCare hospitals received "A" grades and two received "B" grades from The Leapfrog Group, which recognizes U.S. health care facilities that prioritize patient safety.



The American Heart Association recognized BayCare hospitals for achieving outstanding quality measures when treating heart attacks and strokes. **Six BayCare hospitals** earned the Mission: Lifeline® STEMI Receiving Award for meeting and exceeding specific standards of performance for quick and appropriate treatment of patients suffering severe heart attacks.

An Extraordinary Team Delivers Extraordinary Service

It took a committed, hard-working and loyal BayCare workforce to achieve the goal of reaching the top quintile in clinical quality nationally and to maintain that high level of achievement during a pandemic. That BayCare team members did so is a testament to how thoroughly they've embraced a principle basic to BayCare as a not-for-profit health care provider: We exist to serve our community, and our patients and customers deserve our best.

BayCare's more than 30,000 team members and providers, like all Americans, were confronted with tremendous change in 2020 because of the coronavirus pandemic—at home, at school, in their relationships and social lives, but also at work. And the changes happened almost overnight when the virus appeared in March 2020. Frontline physicians, nurses, respiratory therapists and others who cared for COVID-19 patients in our hospitals or in patients' homes, showed up and faced down fear of catching the virus so that our sickest patients could get the care they needed. The team at BayCare Laboratories faced an avalanche of work, performing a stunning 12.6 million lab tests in 2020, including processing samples from BayCare facilities and community testing sites.

Many BayCare team members were shifted to different roles or into new work environments to meet the challenges the pandemic created for the health system. They staffed coronavirus testing sites. They performed temperature checks at hospital entrances. They scrambled to convert nonclinical spaces into areas where patients could be served. They fielded thousands of calls in our call centers, responding with reliable information and comforting words to



BayCare team members manned drive-through COVID-19 testing sites throughout Tampa Bay.

residents' concerns about the virus. When supplies of protective equipment ran low, they volunteered for duty in a large mask-making operation set up at BayCare headquarters, or they figured out an efficient, assembly-line process to produce face shields for their clinical colleagues. Other team members worked their regular jobs, though often remotely, and carried out the work and projects that had been planned for 2020 before the pandemic arrived.

Serving the community in good times and bad is our job as the region's largest health care system.

Extraordinary Care for Our Patients and Customers



A BayCare Laboratories team member prepares to process swabs from a testing site.

BayCare rewards its team members' hard work, initiative and innovation with competitive salaries and benefits, tuition assistance for certificate and college study, and mentoring and leadership programs for those who want more responsibility. An Employee Assistance Program offers support and financial assistance for team members or their dependents who need help, and an innovative wellness program provides effective ways for team members to make or maintain healthy changes in their lives.

In 2020, BayCare was named a *People Companies That Care*® by Great Place to Work and *People* magazine for supporting team members and the community during the pandemic. BayCare also was named to *FORTUNE'S* 100 Best Companies to Work For® 2020, Best Workplaces in Health Care and Biopharma™ 2020, Best Workplaces for Millennials™ 2020, Best Workplaces for Women™ 2020, and Great Place to Work's Best Workplaces for Parents™ 2020. BayCare also was recognized in 2020 for the sixth year in a row on the Top Workplaces list by the Tampa Bay Times newspaper. That recognition is based entirely on employee surveys.



BayCare was the first health system in the region to stand up drive-through COVID-19 testing sites, finding it a safe and convenient method for team members and the public.

To watch a video of Dr. John Masson describing the challenges physicians faced in treating COVID-19 patients, visit [BayCare.org/AnnualReport](https://www.baycare.org/AnnualReport).



BayCare: An Economic Engine for the Region, State

One benefit of having BayCare in the Tampa Bay region is the exceptional health care that it provides to the community. Here's another: BayCare has an annual \$8.5 billion economic impact in Florida—29 percent higher than just four years ago, according to a study released in 2020 by the Washington Economics Group (WEG).

BayCare is one of the largest employers in the region, but its economic impact extends far beyond the salaries and benefits it pays that support those team members and their families.

BayCare's rapid growth and large real estate footprint make it a valuable contributor to the incomes of engineers, architects, construction workers, suppliers, vendors and consultants with whom BayCare contracts. WEG, a South Florida economics consulting firm, determined that BayCare fuels \$3 billion in household income each year. And even in a year that saw a global pandemic impact the entire health care industry, BayCare demonstrated its economic strength and commitment to serving the community's health by continuing or completing major construction projects.

A new patient tower and elevated pedestrian bridge for St. Joseph's Hospital were completed in 2020, with the patient tower finished ahead of schedule to provide more rooms to accommodate a patient census swollen by COVID-19. Also completed in 2020 was an expansion of St. Joseph's Hospital-North that doubled its capacity and added new service areas. The topping out ceremony for a large expansion of Mease Countryside Hospital was held in May, and the BayCare HealthHub™ in South Tampa opened in November. Also in 2020, BayCare broke ground for its 16th hospital, in the Wesley Chapel area of Pasco County, and decided to build a new and expanded South Florida Baptist Hospital in Plant City to replace the existing hospital. Construction continued on a new 90-room patient tower at St. Anthony's Hospital in St. Petersburg.



Construction is underway on a new BayCare hospital in Wesley Chapel.

The WEG study found that BayCare's capital improvements plus its purchases of state-of-the-art equipment such as a first-in-Florida digital PET/CT scanner for BayCare Imaging will create \$4.8 billion in economic impact through 2025.

While BayCare's impacts and influence extend beyond Tampa Bay, its primary service areas are Pinellas, Hillsborough, Polk and Pasco counties, and each of those counties and their residents enjoy a substantial economic boost from BayCare's presence. WEG's study showed those annual impacts are \$3.2 billion in Pinellas County, \$2.9 billion in Hillsborough County, \$799 million in Polk County and \$348 million in Pasco County.

As BayCare grows, the community grows too. Each construction project or equipment purchase that BayCare makes is designed to enhance the health system's ability to provide the community with high-quality care.

St. Joseph's Hospital–New Patient Tower



Before



Completed patient tower

Mease Countryside Hospital–Bilheimer Tower



Before



Under construction

“This study is a reflection of BayCare’s financial stewardship and operational efficiencies, which translates into better service for our community,” said BayCare President/CEO Tommy Inzina. “Our organization is committed to delivering high-quality care for patients, valuing team members, supporting our community’s health, continuing to grow and helping our region thrive.”

To watch a video and read more, visit BayCareEconomicImpact.org.

Community Benefit: Food for the Hungry During the Pandemic

The last time BayCare surveyed residents in Pinellas, Hillsborough, Polk and Pasco counties for our community health needs assessment, three top needs emerged: mental health and substance use, access to health care services, and exercise, nutrition and weight. A specific result surprised health care providers: Thirty percent of the community respondents who answered questions about food insecurity indicated they had been food insecure in the past year, meaning they always or sometimes ran out of food before they had money to buy more.

“That was alarming,” Lisa Bell, BayCare’s Community Benefit manager, said of the 2019 findings.

Fast forward a year later, to the arrival of the coronavirus in 2020, and the alarm only grew. Throughout West Central Florida, organizations that feed the hungry reported a doubling or tripling of the number of residents needing food assistance, as lockdowns, layoffs and furloughs steadily eroded the resources of people at all income levels.

BayCare wanted to know more about how residents were faring during the pandemic, so our Community Benefit team resurveyed some of the respondents from the initial study. “We saw some very different answers from the first round,” Bell said. “More of the responses were directly related to the social determinants of health, meaning poverty, housing and employment. And people were hungrier.”

BayCare knows good nutrition is good medicine, and with a mission to “improve the health of all we serve,” BayCare leaders realized the pandemic was the right time to accelerate work we were already



Bags of nonperishable food are prepared for BayCare patients who won't have access to nutritious food when they return home from the hospital.

planning in order to support access to food. Care coordination teams in BayCare hospitals began asking qualifying patients who were about to be discharged if they would have access to healthy food at home. Now, those patients who indicate they might have trouble getting enough to eat are discharged with a two- to three-day supply of nonperishable food. Inside each food bag is information about food pantries and organizations located near the patient’s home that will help the hungry. “We’re creating a bridge” to community resources, Bell said.

BayCare also committed \$400,000 to locate food pantries in 16 schools in Tampa Bay communities where hunger is a problem. BayCare will stock the pantries with refrigerators and freezers to store food that will be provided by Feeding Tampa Bay, a local nonprofit that gives food to more than one million families in West Central Florida. BayCare's \$400,000 will support Feeding Tampa Bay's expenses for operating the pantries.

BayCare also welcomed the opportunity to participate along with other hospitals and clinics in a Feeding Tampa Bay program called FoodRx. BayCare's first venture is underway at our HealthHub in Valrico. Food-insecure patients who have been diagnosed with obesity, hypertension, diabetes and prediabetes receive vouchers to shop for 12 weeks at Feeding Tampa Bay's mobile grocery store. The bus, stocked with healthy foods, arrives once a week at the HealthHub so participants can shop. Then, during the 2020 holiday season, BayCare team members chipped in individually, participating in a virtual food drive for Feeding Tampa Bay, raising more than \$25,000.

BayCare's new investments in food access are just one more way of serving our community. Since our founding in 1997, BayCare has treated the sick without regard for their ability to pay for their care. Every year, BayCare provides millions of dollars in "community benefit," a term that describes the services a health care system provides to individuals and communities without being paid. BayCare's Community Benefit services include charity care, community health screenings, education of health care professionals, sponsorships and now, food assistance.

BayCare exists to serve the people of Tampa Bay and West Central Florida and help them live healthier, happier lives.

2020 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.



- \$306 million | Medicaid/Income-Based Programs:** Patients with some insurance, but not enough to cover their medical bill
- \$83 million | Charity Care:** Patients with no insurance
- \$56 million | Unbilled Community Services:** Health professional education, community health services, cash and contributions to community groups, and other services

2020 Highlights



BayCare joins a pivotal clinical trial of the Lumicell Imaging System, technology designed to help surgeons performing breast cancer surgery remove all cancerous tissue, minimize loss of healthy tissue and reduce the need for follow-up surgery.



BayCare launches the first public access COVID-19 drive-through testing sites in Tampa Bay.

BayCare debuts an online COVID-19 screening tool for individuals to use to assess themselves for the symptoms of the virus.

BayCare is the first health system in Florida to provide digital PET/CT scanning with the cutting-edge VEREOS technology at its BayCare Outpatient Imaging location in Tampa.

BayCare provides services to help businesses get back to work safely through a new service line, Employer Solutions, which provides testing, worksite assessments, training and advice.

BayCare continues its commitment to COVID-19 testing access at Tropicana Field in St. Petersburg, in cooperation with the city, county and Florida Department of Health in Pinellas County.

For the second year in a row, BayCare is ranked in the top 20 percent of health systems nationally by IBM Watson Health.

JAN

FEB

MAR

APR

MAY

JUN

St. Joseph's Hospital-North in Lutz opens its \$75 million expansion, which doubles the size of the hospital.

BayCare is named one of the 100 Best Places to Work in America by Great Place to Work and *FORTUNE* for the third time. The designation is based on employee surveys.

BayCare launches its Nurse Triage Line for callers who are concerned they might have COVID-19. Nurses can ease anxieties or refer callers for testing or treatment.

BayCare Laboratories takes on testing of specimens from COVID-19 testing sites, speeding results back to patients in a couple of days rather than weeks.

BayCare Behavioral Health begins offering telehealth visits for inpatients and outpatients, finding it a convenient and safe way to deliver care.

A topping-out ceremony marks progress on the Bilheimer Tower construction at Mease Countryside Hospital in Safety Harbor.

Lakeland gets its first BayCare Urgent Care center.





BayCare announces plans to build a new South Florida Baptist Hospital in Plant City to replace the current hospital—a \$326 million project.

JUL

To provide rooms for patients during a COVID-19 surge, BayCare expedites the opening of 30 rooms in the not-yet-completed patient tower at St. Joseph's Hospital. The six-story tower with a pedestrian bridge to St. Joseph's Women's Hospital fully opens in September.



AUG

BayCare's Medical Respite Program moves into expanded quarters at Pinellas Hope. Homeless individuals treated in BayCare's Pinellas County hospitals can be discharged into the program to recover.

BayCare HomeCare launches **BayCare@Home**, which allows patients with certain illnesses to receive hospital-level care at home through in-home and virtual visits.

The American Heart Association recognizes BayCare hospitals for outstanding quality measures in the treatment of heart attacks and strokes.

SEP

BayCare ranks number 6 on the list of 50 Top Companies That Care by *PEOPLE* and Great Place to Work for the health system's support of the community during the coronavirus crisis.

BayCare and Tampa International Airport open an airport COVID-19 testing site that is the first in the U.S. to offer two types of tests.



OCT



BayCare begins vaccinating frontline health care workers who are at risk of exposure to the coronavirus on the job.

BayCare breaks ground for a new hospital in the Wesley Chapel area of Pasco County. The 318,000-square-foot hospital is expected to open in 2023.

NOV



BayCare opens its newest HealthHub in South Tampa, providing multiple health care services in one location.

BayCare's website, BayCare.org, wins the Gold award for best overall website among hospital systems nationwide from the eHealthcare Leadership Awards.

DEC

Financial Highlights

Our Resources

	2020	2019
Acute Care	\$ 3.67 billion	\$ 3.68 billion
Physician Services	306 million	311 million
Ambulatory Services	358 million	360 million
Health Plan	62 million	35 million
All Other Services	8 million	28 million
Nonoperating Income (Loss) Primarily from Investing Activities	625 million	764 million
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Total Resources*	\$ 5.03 billion	\$ 5.18 billion

How Our Resources Were Used

Salaries and Benefits to Our Team Members	\$ 2.22 billion	\$ 2.20 billion
Medical Supplies	774 million	769 million
Other Supplies and Services	639 million	676 million
Contracted Physician Services	131 million	108 million
Financing Costs	76 million	64 million
Funding for Replacement Capital	240 million	228 million
Funding for Future Community Health Care Needs, Technology, New Programs and Facilities	951 million	1.13 billion
<hr/>		
Total Resources Used	\$ 5.03 billion	\$ 5.18 billion

*Includes \$134 million of CARES Act funds received during 2020

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

Emily Scott
SVP, Clinical
Transformation Officer

Tim Thompson
SVP, Chief Information
Officer

Ronald Beamon
VP, Chief Financial Officer –
Hospital Division

Lynnette Clinton
VP, Applications

Ronald Colaguero
VP, Supply Chain and
Hospital Operations Support

Larry Costello
VP/President, BayCare
Health Plans

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

Thien Lam
VP, Chief Information
Security Officer

David Rood
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 – SJH

Lisa Johnson
SVP, Chief Nursing Officer

Angela Cosby
VP, Chief Operating
Officer – BMG

Misty Holland
VP, Patient Services, Chief
Nursing Officer – Polk

Todd Jones
VP, Ambulatory Experience
and Operations

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