



2021 Report to the Community



2021: By the Numbers



¹Represents unreimbursed costs for traditional charity care, Medicaid and other means-tested programs, and unbilled community services
²Includes BayCare Alliant Hospital, Morton Plant North Bay Recovery Center and St. Joseph's Behavioral Health Center
³Includes PRN
⁴Includes employed, credentialed and community-based physicians, and medical professionals

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

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

Cover photo: Team members care for a COVID-19 patient in the Morton Plant Hospital intensive care unit in August 2021.
John Pendygraft/Tampa Bay Times

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From Our President/CEO
and Board Chairman



Tommy Inzina, CEO/President



Rick Colón, Board of Trustees Chair

Dear Community Members and Friends,

It’s hard to imagine that for a second year, we’re writing this message as our community and world continue to wrestle with the COVID-19 pandemic. 2021, just like the year before, brought unprecedented challenges for the health care industry, including BayCare, and our community. Yet, we remain inspired by the daily dedication of our BayCare team members and physicians to delivering exceptional care.

On the following pages, you can learn a lot about what our year was like, but also about what the future holds. You can learn how BayCare’s focus on clinical excellence is key to delivering the best health care in West Central Florida—including transforming one hospital in Polk County; how plans for behavioral health services will amplify BayCare’s impact on this important community need; and how not-for-profit BayCare, faced with an unprecedented national labor shortage, worked hard to keep and find quality team members.

You can learn how this past year included significant construction activity for BayCare, from breaking ground on a new facility for South Florida Baptist Hospital in Plant City, to getting much closer to the 2023 opening of BayCare’s 16th hospital, BayCare Hospital Wesley Chapel, that will serve a growing Pasco County community.

We once 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* 100 Best Companies to Work For® list ranked BayCare number 68 in the nation, based on employee ratings.

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

Board of Trustees

The BayCare Board of Trustees, comprised of 22 established, well-respected members of our community, is entrusted to support the Mission, Vision, Values and strategic plan of our organization. The board helps ensure quality, growth, financial performance and strategic directives while also strengthening our community involvement.

2021 Officers

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D. William “Bill” Morrow

Jorge Navas, MD

Sr. Pat Shirley

Cathy Swanson

We deepened our work on the topic of food insecurity, including making systemic changes to our hospital discharge processes to help patients find nutritional support. We also continued our work to build a more inclusive future at BayCare and in our community.

Our commitment to our mission of serving the community’s health included devoting 10.2 percent of our 2021 revenue to Community Benefit to ensure we could care for those who need our services, regardless of their ability to pay.

We’re proud to share this report with you as your community-owned health care system. Thank you for being part of the BayCare family.

Sincerely,

Tommy Inzina
President/CEO
BayCare Health System

Rick Colón
Chair
BayCare Board of Trustees

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 operating 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 27,739 team members and substantial economic impact in this area and beyond.

BayCare is West Central Florida's largest provider of behavioral health and pediatric services and its provider group, BayCare Medical Group, is one of the largest in the region. BayCare's diverse network of ambulatory services includes laboratories, imaging, surgery centers, BayCare Urgent Care locations, wellness centers and one of Florida's largest home care agencies, BayCare HomeCare. And its Medicare Advantage insurance plan, **BayCarePlus®**, is among the region's few 5-star-rated plans.

For the past three years, IBM Watson Health Top Health Systems has ranked BayCare in the top 20 percent of large U.S. health care systems. BayCare is also a repeat winner as a *FORTUNE* 100 Best Companies to Work For.

Our Network

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

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

BayCare Alliant Hospital (BAH)
Founded 2008 | 48 beds

Mease Countryside Hospital (MCH)
Founded 1985 | 387 beds

Mease Dunedin Hospital (MDH)
Founded 1937 | 120 beds

Morton Plant Hospital (MPH)
Founded 1916 | 599 beds

Morton Plant
North Bay Hospital (MPNBH)
Founded 1965 | 150 beds

St. Anthony's Hospital (SAH)
Founded 1931 | 393 beds

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

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

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

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

St. Joseph's Hospital-South (SJHS)
Founded 2015 | 223 beds

South Florida Baptist Hospital (SFBH)
Founded 1953 | 147 beds

Winter Haven Hospital (WHH)
Founded 1926 | 447 beds

Winter Haven
Women's Hospital (WHWH)
Founded 1987 | 61 beds

Making Care Better for All

Hospital patients are familiar with the “4 a.m. stick.” They’re soundly sleeping when suddenly, a light is switched on and a voice announces, “Time for your blood draw.” Most have wondered, “Why now?”

It’s a good question and one of hundreds that leading health care systems like BayCare are examining in a movement called “care transformation.” BayCare is asking “Why?” about all kinds of medical processes, procedures and habits to determine if care can be delivered to patients more comfortably, more efficiently, more affordably and with better outcomes.

“We’re stopping and asking, ‘Is there a better way to do this?’” said Nishant Anand, MD, BayCare executive vice president and chief medical officer. “We’re examining everything we do to help our patients—from arrival in the emergency room to 30 to 60 days after hospital discharge.”

Today, the availability of data combined with modern data analysis techniques can be leveraged to reveal the treatments that lead to the best outcomes as well as processes that need to change. Care transformation is about making those changes a priority.

“It’s questioning ourselves, challenging ourselves against our traditional ways of providing care,” said Emily Scott, BayCare senior vice president and chief transformation officer. “We provided care a certain way and we did it for certain reasons, but do we still need to do it that way or is there a way to do it that’s more effective?”



Nishant Anand, MD, Executive Vice President, Chief Medical Officer



Emily Scott, Senior Vice President, Chief Transformation Officer



During the August 2021 COVID-19 surge, Morton Plant Hospital ICU clinicians meet in a hallway to discuss patients' care plans for the day. John Pendency, Tampa Bay Times

As BayCare focused on care transformation during 2021, it reduced unnecessary utilization of tests; improved collaboration and communication among care teams; shared more evidence about best treatment practices with clinical team members; and put aside the assumption that a hospital is always the best place to deliver care.

“What it boils down to is the right care at the right time in the right place and at the right cost,” Scott said, “and ensuring that we’re thoughtful in placing patients where they need to be and that we’re efficient at doing it.”

One key method for improving care: reduce variation in treatments provided to patients with the same illnesses. BayCare developed written “clinical pathways” that spell out the optimal treatments for major conditions such as heart failure and hip fracture and provided the

clinical evidence to support those best practices. The effort has even included writing extended pathways to help guide the patient, the patient’s caregiver and the patient’s regular doctor after hospital discharge.

So far, improved metrics for length of hospital stay and readmissions indicate that the written pathways are having a positive impact on patient outcomes, Scott said.

BayCare has seen additional clinical benefits when patients are treated according to the new written processes, including:

- Reduced readmissions for spine patients
- Decreased complication rates for spine and hip fracture patients
- Prevented unnecessary admissions for patients with low-risk chest pain and low-risk deep vein thrombosis
- Reduced by eight hours the time it takes to get hip fracture patients into surgery
- Improved diuretic turnaround time by 20 percent for heart failure patients
- Quicker discharge of patients after routine procedures

Patients treated in BayCare hospitals now may experience fewer tests and blood draws. They may notice all their hospital caregivers following a systemic plan of care. And they may learn that as early as day one of their hospital admission, the team began working on a post-discharge care plan designed to promote their continued healing at home.

BayCare’s work to transform care will continue, Anand said. “It stems from a deep-rooted drive to make sure the people of Tampa Bay have the best care and the best outcomes possible.”

Clinical Awards and Recognitions for BayCare in 2021

- *FORTUNE*/IBM Watson Health placed BayCare in the top 20 percent of large U.S. health systems for the third consecutive year based on clinical outcomes, operational efficiency, patient experience, financial health and contributions to community health.
- *FORTUNE*/IBM Watson Health named BayCare’s St. Joseph’s Hospitals to its 100 Top Hospitals list in the category of large community hospitals.
- *FORTUNE*/IBM Watson Health named Morton Plant Hospital to its 100 Top Hospitals list of teaching hospitals.
- Bartow Regional Medical Center was included in *FORTUNE*/IBM Watson Health’s 100 Top Hospitals list in the small community hospital category.
- St. Joseph’s Hospital was named one of the nation’s 50 Top Cardiovascular Hospitals by IBM Watson Health for the fourth year.
- BayCare’s Mease Countryside Hospital, Mease Dunedin Hospital and South Florida Baptist Hospital were ranked in the top 20 percent of U.S. hospitals in their peer group by *FORTUNE*/IBM Watson Health.
- Seven BayCare hospitals received an “A” and four received a “B” from The Leapfrog Group, a national nonprofit organization that awards letter grades for patient safety.
- BayCare Outpatient Imaging centers at Trinity, Carillon and Hampton Lakes were named Guardian of Excellence Award winners by Press Ganey for exceptional patient experience.



BayCare’s St. Joseph’s Children’s Hospital is the first pediatric hospital in Florida to use the Surgical Theater Precision Reality system, which allows young patients to see and understand the problem in their brains that will be fixed through neurosurgery.

Bartow Regional Medical Center's Ascent to Top 100

As a nursing student in 2003 at Bartow Regional Medical Center (BRMC) in Polk County, Brandon Stephens never expected to find a fulfilling career there. His technical school cancelled his clinical training rotation at the hospital due to quality concerns.

Fast forward 18 years and much has changed. Stephens is proud to be a registered nurse at the Bartow hospital, which was named a *FORTUNE*/IBM Watson Health 100 Top Hospital in 2021.

BRMC ranked sixth of 20 hospitals in the small community hospitals category, scoring in the 99th percentile overall in quality of care in comparison with more than 800 other small hospitals nationwide. The hospital also has earned a five-star rating from the Centers for Medicare & Medicaid Services (CMS) and launched nationally recognized heart and robotics programs.

These designations are validation of more than a half decade of hard work since BayCare, West Central Florida's largest not-for-profit health care provider, purchased BRMC. Previously, BRMC had experienced revolving door leadership amid changes by for-profit owners. Now the small, 72-bed hospital is a true asset for the community.

Phil Minden was the last leader hired to run BRMC while it was for-profit, and he stayed after BayCare acquired it in 2016: "We were told you couldn't get a better system to take care of your hospital."



Since not-for-profit BayCare acquired Bartow Regional Medical Center from for-profit owners, the hospital has won accolades for its patient care.

Almost immediately, new ownership meant investment—in facilities and equipment, in physician relationships and in team members. In the first year alone, BayCare spent \$8.5 million to replace a perennial leaky roof, renovate some areas and buy equipment. Since purchasing the hospital in 2016, BayCare has poured a total of \$25.3 million into capital improvements at BRMC.

"That was how we knew they were serious about this partnership, and it helped convince team members that this was an organization that cared," Minden said.

Dr. Jeremy Katzmann was the chief of the medical staff during the transition, and is also affiliated with The Watson Clinic, a large Lakeland-based physician practice. He remembered physicians being skeptical, after the revolving door of for-profit ownership at BRMC.

"A lot of that changed when we began to see that BayCare was serious about giving us what we needed to care for our patients," Dr. Katzmann said. "I'm still so grateful to BayCare and the executive leadership for coming to the hospital, sitting down with us and asking us what we needed. It was really refreshing."

Another value-add: Quality improvement efforts initiated by Minden upon his arrival now had the support of BayCare's own quality infrastructure that vigilantly measures patient outcomes to identify opportunities for improvement. From administrators, who regularly round through the hospital, to frontline team members, those efforts are reinforced daily. And various recognition programs, such as The DAISY Award® for Extraordinary Nurses, routinely celebrate team members delivering exceptional care.

By 2019, Minden would move on to become the president of BayCare's St. Joseph's Hospital-South and BRMC's current president, Karen Kerr, was named. Brandon Stephens also had come back to work at BRMC, where he's been recognized as a DAISY Award winner.



Members of the Bartow Regional Medical Center clinical team prepare a patient for a procedure in the hospital's catheterization lab.

Kerr continued the drive for improvement and expansion of services, including a STEMI program, which quickly diagnoses and treats patients having an active heart attack; more surgical services; and a Center of Excellence for robotic surgery.

The Top 100 designation "was a testament to everyone who worked so hard for so long," said Kerr. "You can't do all of that without the support of a strong organization dedicated to clinical excellence. I'm so excited to see what the next five years bring."

To meet Brandon Stephens, RN, and learn more about BRMC's transformation, go to [BayCare.org/AnnualReport](https://www.baycare.org/AnnualReport).

Building to Deliver Tomorrow's Health Care

For BayCare and most U.S. health care systems, 2021 brought a second year of stress and struggle against the virus that causes COVID-19. Yet the pandemic also demonstrated the value of well-equipped, accessible health care facilities that have the capacity to provide high-quality care and the mission to serve all members of the community.

So, in 2021, despite the challenges, BayCare kept its plans for growth in West Central Florida on track.

The biggest projects: two new BayCare hospitals.

Ground was broken in late 2020 for BayCare Hospital Wesley Chapel in eastern Pasco County, a new market area for BayCare. By the end of 2021, walls of the 318,000-square-foot hospital were up, and windows and doors were in. The hospital is scheduled to open in early 2023.

Construction also was underway on a replacement for the current South Florida Baptist Hospital in Plant City in eastern Hillsborough County. The existing hospital couldn't be sufficiently expanded to meet demand, so a new hospital is rising on a site a few miles away along the I-4 corridor. It's expected to open in 2024.

Other hospitals in the BayCare network have gone through expansions or improvements on their current sites.



Mease Countryside Hospital's Bilheimer Tower opened in September.

In February, a three-year, \$120 million expansion of St. Joseph's Hospital-South in Riverview was completed, more than doubling the number of beds to 223, adding a neonatal intensive care unit and a pediatric inpatient treatment area, and expanding the emergency department.

A five-year, \$107 million expansion at Winter Haven Hospital in Polk County concluded with the opening in March of a new unit with 24 medical/surgical/telemetry rooms.

At Mease Countryside Hospital in Safety Harbor, the Bilheimer Tower opened in September, which added 76 new licensed beds plus 30 observation beds, new critical care rooms and a new main entrance for the hospital.



Artist's rendering of the replacement South Florida Baptist Hospital in Plant City.

St. Anthony's Hospital in St. Petersburg opened its new cafeteria in September, just one component of a \$152 million project that includes a 90-bed patient tower.

Morton Plant North Bay Hospital in western Pasco County unveiled a new 21-bed acute care medical unit and dedicated a renovated, expanded chapel in March.

Hospitals weren't the only BayCare facilities that grew in 2021.

The BayCare HealthHub™, a unique model of care that houses multiple health care and wellness services in one facility, grew to four with the December opening of the HealthHub in Land O' Lakes in Pasco County. The other HealthHubs are in Largo, Valrico and South Tampa.

In July, BayCare celebrated the opening of the first fixed location for La Esperanza Clinic on U.S. 301 South in Wimauma. The clinic offers free health care to low-income, uninsured residents of southern Hillsborough County.



The front of BayCare Hospital Wesley Chapel, scheduled to open in early 2023.



Construction continues on a \$152 million expansion at St. Anthony's Hospital in St. Petersburg.



A New Hospital for a Growing Community

Building a new hospital is a big undertaking and hospital systems don't do it every day, so deciding when and where to build can take years. That was the case with BayCare's decision to build its next hospital in the unincorporated Wesley Chapel area of Pasco County.

BayCare already operates one hospital, Morton Plant North Bay Hospital, on the coastal western edge of Pasco County, but in recent years, growth has exploded in the interior parts of the county where BayCare had no hospital.

"We started looking at the Wesley Chapel community about 10 years ago," said Glenn Waters, executive vice president and chief operating officer of BayCare. "That market is rapidly growing and there's only one other provider in the Wesley Chapel market providing acute care hospital services. We thought the community deserved to have an alternative. Plus, we have a lot of BayCare team members who live in that area, and they said, 'Why isn't there a BayCare hospital here to serve us?'"

Ground finally was broken in December 2020 for BayCare Hospital Wesley Chapel (BHCW), and by the end of 2021, the hospital was rising quickly on open acreage on Bruce B. Downs Boulevard.

BayCare wants to be a good corporate citizen and neighbor in this new market, so health system representatives have met with Pasco government and business leaders, physicians practicing in the area and residents of a nearby neighborhood to answer questions and allay any concerns.



Glenn Waters, Executive Vice President, Chief Operating Officer



Becky Schulkowski, President, BayCare Hospital Wesley Chapel

"As we go into the Wesley Chapel market, we want to be mindful to work with the community and meet the needs of the community," Waters said. "There will be a local board of directors for the hospital that will include representatives of that community. That's really important because they can help us identify the needs of the community and how we can best meet those needs."

BHCW's first president, Becky Schulkowski, was named in August 2021. A clinical pharmacist by training, she is keeping an eye on construction progress while also building connections in the community and putting together the hospital's leadership team.



The \$246 million hospital will offer all the services of a community hospital, with 86 beds, an emergency department with 20 beds, four operating rooms and two endoscopy suites. It was designed so it can be expanded as the community grows. The facility already is providing jobs. On any given day, some 300 men and women in the construction trades work on the bustling site, and the completed hospital will employ roughly 250 people. It's expected to open in 2023.

“We’re really excited to be a part of the Pasco County community,” said Schulkowski, who worked for BayCare in other leadership roles for four years before she was promoted to hospital president. “This hospital brings additional access to care. It brings choice in health care providers. And it brings the values of BayCare to the community. We set ourselves apart by living the values of dignity, excellence, respect, responsibility and trust, and we bring those values to everyone who walks through our doors and to all the care we provide. It’s an honor to be part of this project.”



To watch a video and a time lapse of the BayCare Hospital Wesley Chapel construction, go to [BayCare.org/AnnualReport](https://www.baycare.org/AnnualReport).

BayCare Deepens Investment in Behavioral Health Care

Headlines in 2021 told the story: Individuals across all demographics were experiencing mental health crises at escalating rates due to the COVID-19 pandemic. And in a region with too-few behavioral health providers, the impact was acute, underscoring the long-term, systemic need for more capacity.

So as BayCare’s approximately 1,300 Behavioral Health department team members worked alongside medical and community partners to meet patients’ urgent needs, BayCare also deepened its commitment to the region’s long-term behavioral health.

In February, BayCare’s Board of Trustees announced investments to serve thousands more behavioral health patients annually in inpatient and outpatient settings. And in May, BayCare announced a commitment to provide graduate education to train more psychiatrists right here in Tampa Bay to address the ongoing shortage of providers.

“These are commitments you make because it’s the right thing to do for our community’s health,” said Rick Colón, BayCare Board of Trustees chairman. “We won’t solve this problem alone, but BayCare can lead by example and hope other providers will join us to address this vastly underserved need.”

BayCare’s commitment to mental health is long-standing. The health system is the region’s largest provider of behavioral health services. Its services range from inpatient behavioral health hospital beds and individual therapy services to a variety of initiatives to serve specific populations such as veterans and schools and, in some cases, working alongside first responders.



Informing BayCare’s new investments in behavioral health services was a study that showed West Central Florida, including the Tampa Bay region, remains significantly underserved when it comes to behavioral health access, creating all kinds of downstream impacts for individuals, their families and the community at large.

A consultant’s report found West Central Florida residents have less access to behavioral health services than similar populations in Houston, Memphis and Orlando.

“You can’t have health without mental health,” said Tommy Inzina, BayCare president and CEO, who helped spearhead the formation in 2019 of Tampa Bay Thrives, a collaboration of employers, government and health care providers focused on behavioral health access. “As an organization dedicated to the health of all we serve, it’s important we lead on behavioral health services, too.”

In February 2021, BayCare’s Board of Trustees committed to adding 65 more behavioral health providers, a 22 percent increase, and 24 more behavioral health inpatient beds at its hospitals, a 6 percent increase, by mid-2022. By the end of 2021, 19 of those new providers already were hired.

The additions will provide behavioral health services to about 5,800 more outpatients and 1,000 more inpatients every year. However, the services will run at a deficit, as many behavioral health services aren’t likely to be reimbursed by insurance plans and other programs.

The systemic, sustained investments come as BayCare’s Behavioral Health department teams also remain nimble at responding to the community’s needs, from operating the region’s largest on-demand Employee Assistance Program to smaller initiatives designed to serve specific populations, such as the Veterans Intervention Program (VIP) for struggling veterans, Community Action Teams (CAT) that work in schools with at-risk teenagers, or Mobile Response Teams (MRT) in Pasco and Hernando counties that can be dispatched any time of day or night when they receive a call about a person having a mental health crisis.

While the systemic investments are important, the impact BayCare Behavioral Health department teams are making is often best understood anecdotally, such as the teenage immigrant orphaned after a tragic event. After working with a CAT team, the teenager is doing well in school, has a part-time job, is planning for his future and now advocates on behalf of pediatric behavioral health services.

Or the VIP participant, a veteran, who told the Florida Legislature: “My transition into society was a complete disaster. ... When I finally hit my bottom and had nowhere else to turn, BayCare was waiting with open arms. ... BayCare gave me the tools to get my life back.”

Or the father who wrote Florida Governor Ron DeSantis to share his gratitude for BayCare’s MRT, which responded when his child was threatening suicide. He called the team members “angels” and credited them in the following weeks with getting his child’s life back on track.

“These stories are why we show up for work every day,” said Gail Ryder, vice president of Behavioral Health Services. “We are here to help.”

Responding in the Moment of Crisis

It was the second week of school. Everything was going fine. She didn't have any big problems like she did last year, but something just snapped in 15-year-old Avery's brain. She decided tomorrow would be "the day." The day she would take her own life.

"I still don't know exactly what triggered it, but I just didn't want to be here anymore," Avery recalled.

Before falling asleep that night, Avery sent text messages to her closest friends. "I wanted them to be able to look back and know that I loved them," she said.

When she woke up, she got ready for school, just like every day, but before leaving her room, she grabbed a handful of Prozac pills. She recalled that it took a couple of tries to put them in her mouth and attempt to swallow them.

"Everyone's scared of dying. It doesn't matter how suicidal you are. You're still scared of dying," she said.

When she finally put them in her mouth, she couldn't swallow. She spit them out. Avery came out of her room crying and confessed to her mother what had just happened.

Avery's mother called her father, who quickly came to the house. Avery had been seeing a licensed counselor and a psychiatrist for about six months, so her parents frantically tried to reach each of them to no avail. Her mother didn't want to call 911, but her parents were at a loss about how to help their daughter.



A staff member in the Hernando County Mobile Response Team office takes a call for help.

Finally, Avery's father remembered talking with Janet Waye, program supervisor for BayCare Behavioral Health's Pasco County Mobile Response Team (MRT), who had helped connect the family with mental health services several months earlier. He had stuck Waye's card in his wallet and now decided to give her a call. Waye and Pasco County Sheriff's deputies responded quickly to Avery's house.

That's what BayCare Behavioral Health's MRTs do. They respond immediately when they receive a call about an individual experiencing a mental health crisis. Waye said, "We try to de-escalate the crisis, provide immediate coping strategies, develop a safety plan and connect the family to needed mental health services. Our goal, when possible, is to divert youth from Baker Acts."

The Florida Baker Act allows for temporary detention and emergency mental health services for individuals suffering a mental health crisis. Since the MRT program began in Pasco and Hernando counties, the number of times youths have been "Baker Acted" has decreased substantially. For Avery, it wasn't possible. She told Waye and the deputies she probably needed to be Baker Acted.

"She was very insightful the day I met her," Waye said of Avery.

Though Avery's parents didn't know they were calling the MRT, this scene often plays out multiple times a day in both Pasco and Hernando counties. BayCare's MRT counselors partner with sheriff's deputies to respond to these calls.

For Avery, that call and the help she has received since has changed everything. "As much as you think people don't care, oh my God, they do. ... I'm so glad I didn't die," she said.

Seeking help was once difficult for Avery, but now she encourages everyone to ask for help.

"There's no shame in asking for help, especially when it comes to physical or mental health," she advised. "People are there to help you—teachers, counselors, psychiatrists, parents. You can't do it yourself. You need others."

For more information about services offered through BayCare Behavioral Health, go to [BayCare.org/Services/Behavioral-Health](https://www.baycare.org/Services/Behavioral-Health).



Mobile Response Team counselors responding to teens in crisis may encourage them to draw a butterfly on their wrist with permanent markers, give it a meaningful name, and protect it from fading or harm.

To watch a video about the BayCare Mobile Response Teams, go to [BayCare.org/AnnualReport](https://www.baycare.org/AnnualReport).

BayCare Is Working to Heal Hunger

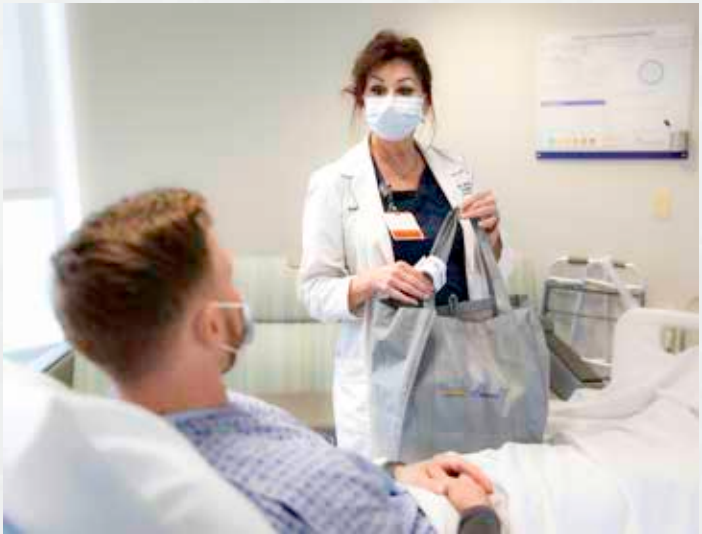
No amount of medication can compensate for hunger or poor nutrition. That’s why BayCare made food insecurity its primary focus for its community outreach in 2021—from immediate investment in food for those in need to adopting systemic changes that should help all patients get their nutritional needs met.

The timing of BayCare’s contributions couldn’t be better, given the impact the COVID-19 pandemic has had on many households’ food security. BayCare deepened its relationship with the region’s largest hunger relief agency, Feeding Tampa Bay, including investing \$450,000 to support 18 public school food pantries in lower-income neighborhoods across the four primary counties BayCare serves. BayCare also expanded its distribution of “Healing Bags” of food to patients at its 14 acute care hospitals. In 2021, more than 2,650 bags were distributed to patients who identified themselves as food insecure.

Two other investments that shape interactions with patients are expected to make an even deeper impact over time.

“Our goal is to make hunger no different than any other ailment that’s a barrier to health,” said Lisa Bell, BayCare’s director of Community Benefit, whose team has helped drive implementation of the initiatives across the BayCare system. “Food insecurity gets diagnosed and treated —by identifying a dependable source of nutrition not just for today or tomorrow, but for the foreseeable future.”

BayCare has altered its patient record system so that case managers are prompted to ask every vulnerable, high-risk patient with significant social needs about food insecurity and record the answer. Patients are asked questions such as, “In the past 12 months did you worry that you



BayCare patients who say they have little to eat at home are given a “Healing Bag” of healthy food before they’re discharged.

would run out of food before you had money to buy more?” Those who answer “yes” are offered a Healing Bag. Just as importantly, case managers also work to connect those patients with longer-term food access in their neighborhood if the patient wants the assistance.

To facilitate that connection with long-term services, BayCare made another major investment to serve the community: \$100,000 to underwrite West Central Florida’s own portal to a real-time listing of social service agencies. The FindHelp.org platform works nationwide and has two functions.



Vickie Davis, a BayCare Food and Nutrition team member, helps prepare “Healing Bags” that are distributed to patients.

Members of the public can go to their local site, such as the one now sponsored by BayCare, FindHelpFlorida.org, and enter a zip code to seek out services. Another function allows authorized users, such as BayCare’s case managers and financial assistance navigators, as well as personnel at other local service agencies, to communicate confidentially to pair patients with resources available in the community. With the patient’s permission, the patient advocate can use the platform to provide a warm introduction for the patient with a social service agency, expediting resources for the patient.

The big picture is to help patients individually and the community holistically. The goal is to better address what the World Health Organization has labeled the “social determinants of health,” which are the social and environmental factors that impact a person’s health, such as dependable access to nutritious food.

“Any health care professional will tell you that food is the first medicine,” said Tommy Inzina, BayCare’s president and CEO. “Without good nutrition, maintaining one’s health is significantly harder and no medical intervention can compensate for what we need first: good and dependable access to food.”

2021 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.



- \$357 million | Medicaid/Income-Based Programs:** Patients with some insurance, but not enough to cover their medical bill
- \$91 million | Charity Care:** Patients with no insurance
- \$49 million | Unbilled Community Services:** Health professional education, community health services, cash and contributions to community groups, and other services

BayCare Helps School Families with Food Pantries

Many families in Tampa Bay struggle to put food on the table. And the ongoing COVID-19 pandemic has only deepened food insecurity for many households.

That’s why BayCare partnered with Feeding Tampa Bay and public schools in Hillsborough, Pinellas, Pasco and Polk counties to expand the Feeding Minds program to provide food pantries in 18 elementary, middle and high schools. So far, the organizations have distributed more than 160,000 meals to local families.

“Food insecurity is a very prevalent issue across the four counties in which we serve,” said Keri Eisenbeis, vice president of Government and Community Relations at BayCare. “We created the Feeding Minds program to help provide access to nutritious food and groceries for struggling families in our most vulnerable, lower-income communities.”

“At least one in four children across Tampa Bay is food insecure,” said Matt Spence, chief programs officer for Feeding Tampa Bay. “We’re hoping these pantries will help struggling parents secure meals for their children and help them thrive in school and in the future.”

BayCare knows that food is essential to overall health and wellness and to students’ long-term mental, physical and academic success. BayCare and Feeding Tampa Bay strive to provide a variety of foods that are healthy and nutritious. The school pantries are stocked with fresh produce, frozen meats and a wide assortment of dry goods such as flour, rice, beans, pastas, whole grain breads and more.



Eisenhower Elementary School secretary/bookkeeper Jenifer Jernigan arranges shelves in the school’s Feeding Minds food pantry.

“We’re thankful to BayCare and Feeding Tampa Bay for bringing this program to Eisenhower Elementary School,” said Jenifer Jernigan, secretary/bookkeeper at Eisenhower Elementary School in Clearwater. “We’re not only feeding students’ tummies, but we’re also feeding their brains. Proper nutrition gives students the energy they need to focus and learn better in the classroom.”

BayCare sharpened its Community Benefit focus on food insecurity in recent years after a 2019 Community Health Needs Assessment identified it as a great need, which has only increased during the pandemic.

Families at the following public schools have access to a Feeding Minds pantry. Contact the school office for more information on pantry hours.

Hillsborough County

- Burney Elementary School, Plant City
- Dickenson Elementary School, Tampa
- Idea Hope, Tampa
- Idea Victory, Tampa
- Memorial Middle School, Tampa
- Ruskin Elementary School, Ruskin
- Sulphur Springs K–8, Tampa

Pasco County

- Gulfside Elementary School, Holiday
- Richey Elementary School, New Port Richey

Pinellas County

- Boca Ciega High School, St. Petersburg
- Dunedin Highlands Middle School, Dunedin
- Eisenhower Elementary School, Clearwater
- Oak Grove Middle School, Clearwater
- Tarpon Fundamental School, Tarpon Springs
- Woodlawn Elementary School, St. Petersburg

Polk County

- Denison Middle School, Winter Haven
- TASSEL Program, countywide
- Westwood Middle School, Winter Haven

To watch a video about the school food pantry program, go to [BayCare.org/AnnualReport](https://www.baycare.org/AnnualReport).

For more information about BayCare’s food insecurity initiatives, go to [BayCare.org](https://www.baycare.org).

Our Team Delivers

The second year of the coronavirus pandemic proved once again the mettle of BayCare team members and physicians—almost 28,000 strong. Demonstrating stamina and agility, our extraordinary team adapted constantly to the virus’ variants and provided the exceptional care the community relies on.

The year 2021 was an endurance test, from the year’s optimistic start with a growing supply of COVID-19 vaccines to the incredible toil of the summer’s Delta wave, and to the arrival, at year’s end, of the Omicron variant. Addressing COVID-19 came in addition to the community’s other health care needs, not in lieu of it.

Each step of the way, BayCare’s team members stepped up to serve. In the first quarter, they converted office spaces into vaccination clinics, delivering 89,368 doses of vaccine to BayCare employees plus other health care workers, patients age 65 and over, medically vulnerable adults under age 65 and other vulnerable populations. The clinics continued operations until retail pharmacies began offering vaccinations.

Then, during the Delta surge, BayCare team members stepped away from their normal duties when they could to help out wherever they were needed as COVID-19 patient counts skyrocketed. They served food in hospital cafeterias, pushed gurneys, cleaned rooms, restocked supplies and sat with patients to provide frontline caregivers as much support as possible.

“It would be an impossibility for me to sit idly by, knowing I can help, while our team members fight day in and day out to save lives and battle this virus,” said one volunteer, Nana Mensah Jr., who works in an administrative role in BayCare Ambulatory Services but helped out at BayCare Urgent Care centers during the day and Morton Plant Hospital in the evenings.



BayCare Laboratories team members Sheila Ladue and John Hamilton prepare to talk to applicants at the BayCare Ballpark outdoor recruiting event.

As the pandemic further exacerbated labor shortages, BayCare supercharged its recruitment efforts and hiring processes to get new team members on the job quickly. BayCare held its first mass recruitment event in June, taking over the newly renamed BayCare Ballpark in Clearwater for a day. More than 600 job seekers flocked into the stadium, where many were offered jobs on the spot after interviews. BayCare also created a new BayCare Careers Facebook page and offered cash bonuses to BayCare employees who referred successful candidates who stayed for up to a year. BayCare also leveraged contract workers, including travel nurses.

While working hard to fill the staffing gaps, the health system also provided programs to support and encourage current team members who were struggling with work and family challenges because of the pandemic. BayCare waived insurance copays for behavioral health visits by team members and offered a host of online resources and virtual seminars to address their emotional, physical, spiritual and financial health. In September, the BayCare Board of Trustees announced that a “thank you bonus” totaling approximately \$78 million would be paid to employees for standing strong during the extended period of stress.

While fighting the virus was job one for the health system in 2021, team members also worked steadily on achieving goals that had been set for the year and growing BayCare’s services for the communities of West Central Florida, always remaining focused on BayCare’s mission to set the standard for high-quality, compassionate care.

BayCare received these workplace awards in 2021, all based on confidential surveys of employees by the awarding organizations:

- Great Place to Work® and FORTUNE magazine ranked BayCare 68th on the 100 Best Companies to Work For national list. The companies were recognized for “heroic efforts to care for their employees, their customers and our society in a difficult year.”
- BayCare also was ranked 7th out of 28 large U.S. companies on the list of 2021 Best Workplaces in Health Care & Biopharma™ by Great Place to Work and FORTUNE magazine.
- BayCare was recognized on the Tampa Bay Times newspaper’s 2021 Top Workplaces list.



When the pandemic exacerbated staff shortages, BayCare administrative assistant Janet Hall, left, and executive assistant Despina Willis volunteered to help by serving food at St. Joseph’s Hospital.



BayCare Is Committed to Diversity, Equity and Inclusion

In 2021, BayCare began intensive work to deliver on a promise that President/CEO Tommy Inzina made to the Tampa Bay community soon after the death of George Floyd in May 2020.

With the racial divide in the United States growing, and with COVID-19 infecting Blacks and Latinos in underserved communities at an especially high rate, Inzina had an important message to share as the leader of the region's dominant health care system.

“BayCare believes in human dignity for everyone, but we also know that belief alone won’t fix racism and that there is much more work to be done. Improving our community’s health will require all of us—institutions and individuals—working together to address racism and dismantle it. We pledge to work to serve and respect all and help move our country forward to a more just society.”

Inzina reasoned that the place to start working on that pledge was inside BayCare by creating a more diverse and inclusive workplace culture and educating BayCare’s almost 28,000 team members and physicians on how to ensure all team members feel respected and are offered equitable opportunities.

The resulting 2021 focus on diversity, equity and inclusion built on a year of listening by BayCare leaders, starting with Inzina, who asked team members to share their feelings about the country’s racial divisions and about the culture for minorities at BayCare. A formal survey of all employees followed.



Jazleen Vecchiarelli is BayCare's manager of Diversity, Equity and Inclusion.

The work shifted into high gear with the hiring of BayCare’s first manager of Diversity, Equity and Inclusion (DEI). Jazleen Vecchiarelli is a first-generation American whose parents immigrated to the United States from Guatemala. Both of her parents are BayCare team members. She was working for BayCare, too, when she heard about the DEI manager position and decided to apply.

“The social unrest in our nation had once again pushed institutional racism to the forefront. That and my own lived experience with the struggles immigrants face propelled me to want to be a part of this work at BayCare,” she said.

Vecchiarelli completed a DEI Strategic Plan in 2021 that was approved by the BayCare Board of Trustees. The plan addresses four identified “areas of opportunity” inside BayCare:

- Increase minority and female representation in BayCare leadership ranks.
- Teach leaders how to recognize unconscious bias and practice inclusive leadership.
- Educate all BayCare team members to increase their awareness of cultural differences.
- Retain diverse talent by focusing on growth and equity.

The plan calls for training team members at all levels of the organization, creating a DEI Council, boosting recruitment of minorities and improving retention of diverse talent. By the end of 2021, BayCare already had begun instructor-led education sessions on unconscious bias for all leaders at the supervisory level and above.

BayCare is also exploring ways to diversify its supply chain to include more vendors or suppliers owned by minorities, women, people with disabilities, veterans and LGBTQ individuals.

BayCare’s large size and its need for highly specialized equipment and supplies increase the variables at play. In some categories of supplies, there are only a few producers, and BayCare often needs large volumes of goods, which can be challenging for smaller businesses. Plus, using fewer suppliers and standardized contracts can lower costs—an important consideration for a not-for-profit health system.

“But we’re definitely working on this and are committed to making meaningful improvements,” said Ron Colaguori, vice president of Supply Chain and Hospital Operations Support.

BayCare monitors its spend each quarter and invested in a database that can identify such businesses in specific geographical areas. To try to make connections with more local minority-owned businesses, Colaguori and his staff are conducting virtual events, arranging introductions and working with the group Inclusive St. Pete. The goal is to identify diverse businesses, provide improved opportunity to participate in sourcing events and, hopefully, drive additional spend that supports diversity and the local communities.

Vecchiarelli notes that the journey to becoming a fully inclusive organization is a marathon, not a sprint.

“BayCare is committed,” she said, “to creating a culture of inclusion, fostering a sense of belonging for all team members, and having a workforce that’s representative of our community at all levels.”

2021 Highlights



BayCare reaches 385,000 COVID-19 tests provided at its drive-through and walk-up testing sites since testing opened in March 2020.

BayCare Medical Group primary care physicians begin providing first doses of the new coronavirus vaccines to patients age 65 and older.



BayCare and Catholic Charities partner to provide coronavirus vaccination clinics for individuals living in underserved communities, including seasonal farmworkers.

BayCare is named one of the 2021 Best Workplaces in Health Care & Biopharma™ by Great Place to Work and *FORTUNE* magazine. BayCare is ranked 7th out of 28 large companies on the list.



More than 600 applicants attend BayCare's largest-ever recruitment event held outdoors at the BayCare Ballpark.

BayCare and Catholic Charities celebrate a new, permanent location for the La Esperanza Clinic in Wimauma with a blessing and ribbon cutting. The clinic serves patients without health insurance.



With COVID-19 surging across the country, a Tampa Bay Times reporter and photographer spend a day at Morton Plant Hospital for a story that will publish in September, "12 Hours in a COVID-19 ICU." Also, "NBC Nightly News" reports from a COVID-19 unit at St. Joseph's Hospital.

BayCarePlus Medicare Advantage, a subsidiary of BayCare Health System, receives the top 5-star rating from the Centers for Medicare & Medicaid Services.

A groundbreaking ceremony for the new, larger South Florida Baptist Hospital is held in Plant City.

BayCare opens the first application period for candidates for the new pediatrics residency program at St. Joseph's Children's Hospital.

BayCare receives a \$3 million grant to improve access to behavioral health services in Pasco County.

BayCare HealthHub (Land O' Lakes) opens in Pasco County. It is the fourth HealthHub, a model of care that provides multiple health services in one location.

BayCare announces that BayCare Physician Partners Accountable Care Organization earned a 97.88 (out of 100) quality care rating from the Medicare Shared Savings Program, while saving Medicare an estimated \$13 million.

BayCare Medical Group receives three gold achievement awards from the American Heart Association for efforts to help patients reduce risk of heart disease and stroke.



BayCare opens a temporary COVID-19 vaccination clinic to vaccinate medically vulnerable individuals at greatest risk of serious illness or death.

A three-year, \$120 million expansion of St. Joseph's Hospital-South is completed and includes a new neonatal intensive care unit.



For the third year, BayCare is placed in the top 20 percent of large U.S. health care systems by *FORTUNE*/IBM Watson Health. Several BayCare hospitals also make the 100 Top Hospitals list.

Great Place to Work and *FORTUNE* name BayCare one of the 2021 100 Best Companies to Work For.

The Leapfrog Group, a national nonprofit, recognizes BayCare for achievements in promoting patient safety.

BayCare wins approval to operate a Graduate Medical Education program in psychiatry at its Morton Plant North Bay Hospital in Pasco County for up to 24 physician residents.

BayCare is first in the region to acquire a world-class digital PET/CT scanner, which scans more quickly and provides more accurate images.



A topping-out ceremony is held for BayCare Hospital Wesley Chapel, which is under construction in east Pasco County. It's BayCare's 16th hospital.



A CNN news crew films inside a St. Anthony's Hospital intensive care unit and interviews clinicians about their struggle to save patients stricken by COVID-19.

The Bilheimer Tower, part of a \$156 million expansion of Mease Countryside Hospital, opens.

BayCare leaders read storybooks to babies in the St. Joseph's Women's Hospital neonatal intensive care unit to observe annual NICU Awareness Month.



St. Joseph's Hospital-South earns accreditation as a Center of Excellence in robotic surgery from the Surgical Review Corporation, an external evaluator for surgeons and hospitals.



Financial Highlights

Our Resources

	2021	2020
Acute Care	\$ 4.06 billion	\$ 3.67 billion
Physician Services	331 million	306 million
Ambulatory Services	366 million	358 million
Health Plan	90 million	62 million
All Other Services	15 million	8 million
Nonoperating Income (Loss) Primarily from Investing Activities	762 million	625 million
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Total Resources*	\$ 5.62 billion	\$ 5.03 billion

How Our Resources Were Used

Salaries and Benefits to Our Team Members	\$ 2.50 billion	\$ 2.22 billion
Medical Supplies	855 million	774 million
Other Supplies and Services	686 million	639 million
Contracted Physician Services	143 million	131 million
Financing Costs	77 million	76 million
Funding for Replacement Capital	245 million	240 million
Funding for Future Community Health Care Needs, Technology, New Programs and Facilities	1.11 billion	951 million
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Total Resources Used	\$ 5.62 billion	\$ 5.03 billion

*Includes \$25 million and \$134 million of CARES Act funds recognized during 2021 and 2020, respectively

2021 Leadership

Chief Executive Officer

Tommy Inzina
President/CEO

System Support

Janice Polo
EVP, Chief Financial Officer

Kyle Barr
*SVP, Chief Team
Resources Officer*

Jennifer Touse
Interim, 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 Colaguori
*VP, Supply Chain and
Hospital Operations Support*

Jeffrey Durham
*VP, Audit Services and
Corporate Responsibility*

Keri Eisenbeis
*VP, Government and
Community Relations*

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*

Karen Kerr
President, SFBH and BRMC

Brandon May
President, MPNB

Thomas Garthwaite
President, SJHN

Philip Minden
President, SJHS

Sarah Naumowich
President, SJWH and SJCH

Matthew Novak
President, Mease Hospitals

Becky Schulkowski
President, BHWC

Susan Croushore
Interim President, WHH

Scott Smith
President, SAH

Jennifer Ransford
*VP, Patient Services, Chief
Nursing Officer–West Region*

Todd Jones
*VP, Ambulatory Experience
and Operations*

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

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–System*

Physician Executives

Nishant Anand, MD
EVP, Chief Medical Officer

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

Paul Sierzenski, MD
*SVP, Chief Medical
Officer–Acute Care Services*

Andrew Fink, MD
SVP, President–BMG

Laura Arline, MD
VP, Chief Quality Officer

Peter Charvat, MD
*VP, Chief Medical
Officer–SJHM and SJCH*

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

Kristyn Greifer, MD
*VP, Chief Medical Officer–
Population Health,
COO–BPP*

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

John Haffner, 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*

John Davidyock, MD
*VP, Chief Medical
Officer–WHH*

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

BayCare is community owned.

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

Are you a BayCare patient or customer?

Thank you for putting your trust in us. If you don't have a health care provider, or if your health care environment isn't what you'd like it to be, learn about the care we provide at [BayCare.org](https://www.baycare.org).

Want to learn more about our community involvement?

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

Keep up with BayCare news all year.

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





BayCare.org

*For more information and videos:
BayCare.org/AnnualReport*