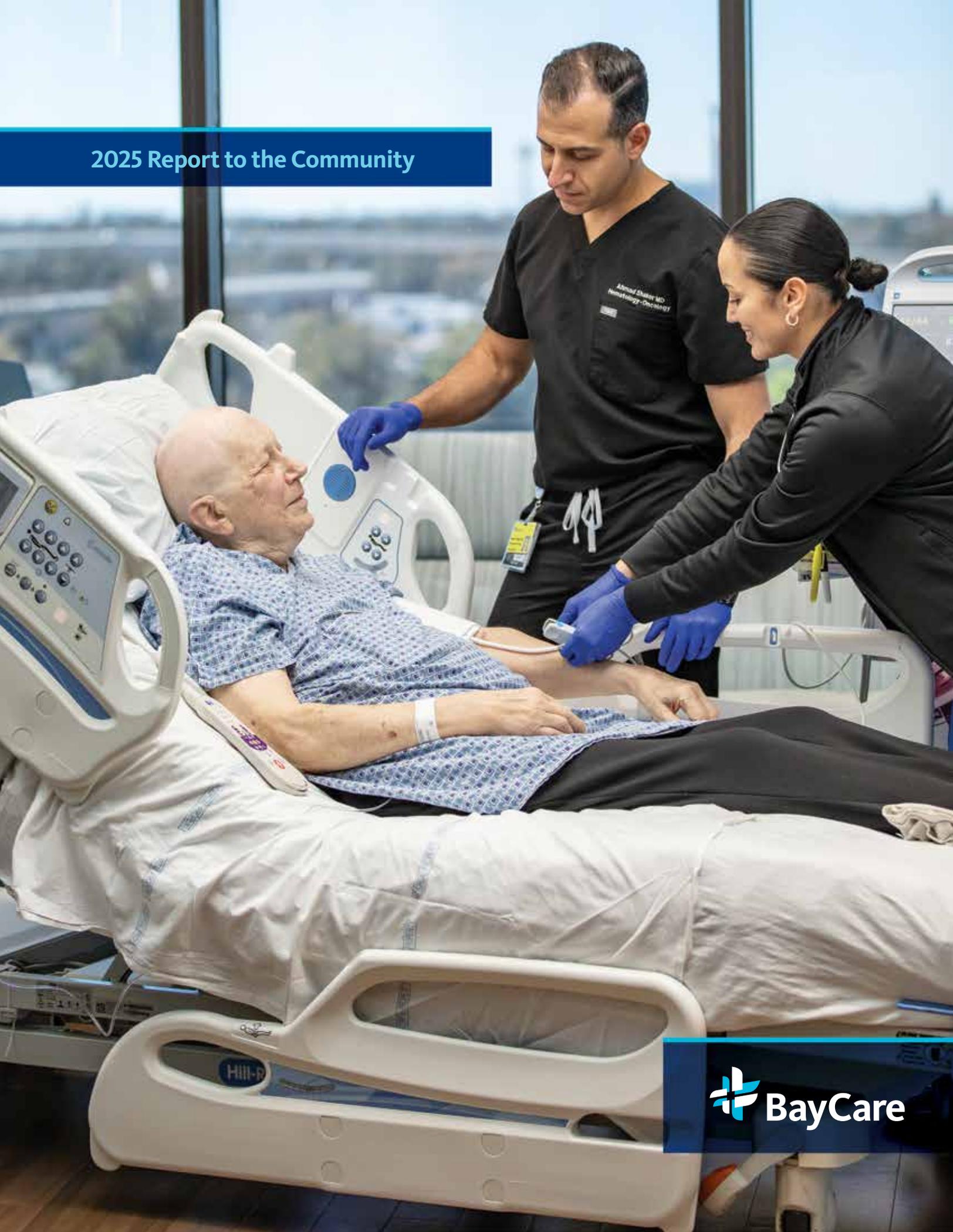
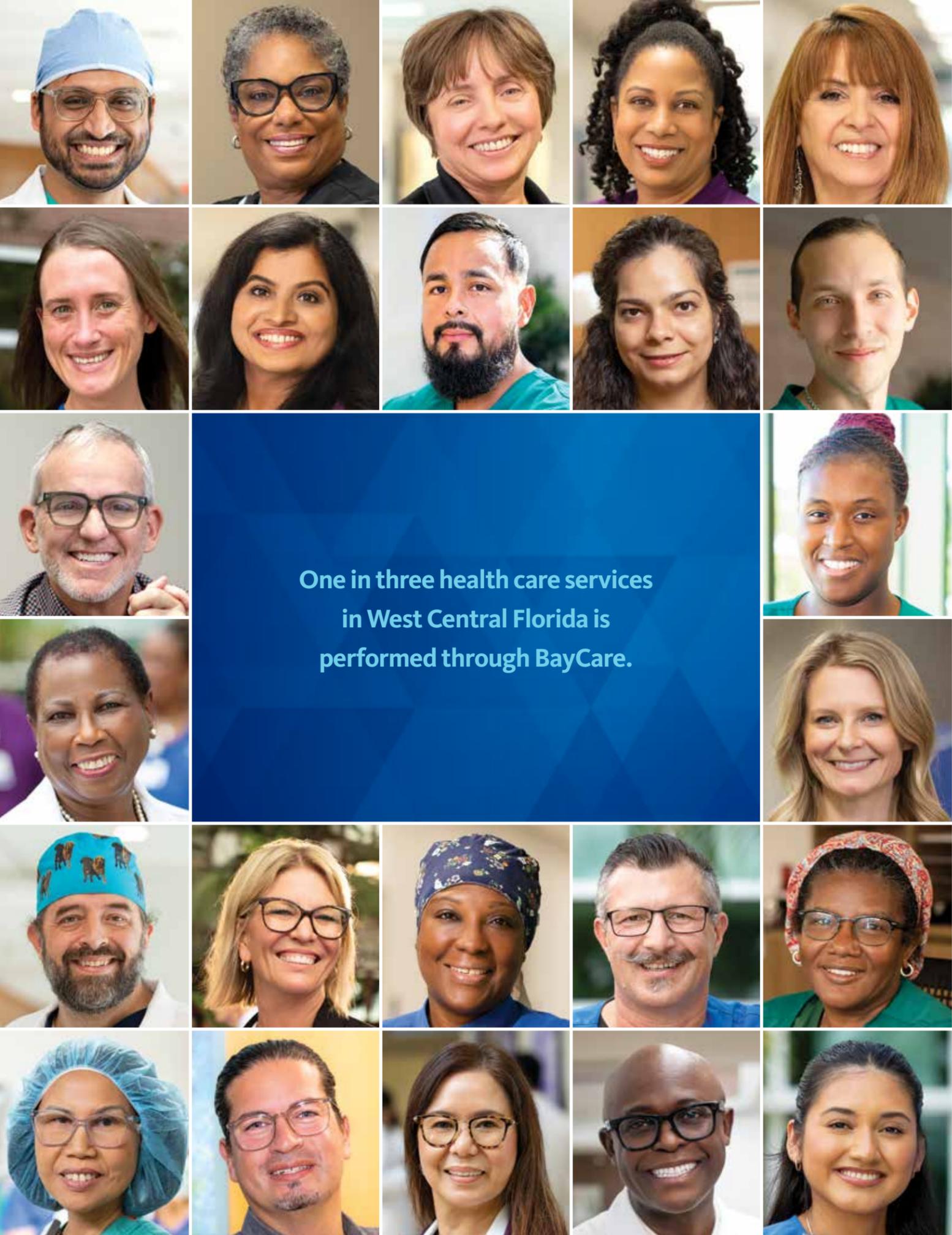


2025 Report to the Community





One in three health care services
in West Central Florida is
performed through BayCare.

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On the inside cover: Faces of some of BayCare's 33,669 team members in 2025.



A Message From Our President and CEO

To All the Communities We Serve,

2025 was a defining year for BayCare – one that strengthened our position as West Central Florida’s largest academic health system and set the pace for our future. Our partnership with Northwestern Medicine advanced our ability to deliver world-class care, expand research and bring premier education opportunities closer to home. Together, we’re deepening academic medicine across the region and elevating our capacity to attract and train top medical talent.

We also achieved milestones that will shape our system for years to come. In 2025, we welcomed the arrival of the region’s most advanced proton therapy accelerator that will expand access to cutting-edge cancer treatment starting in 2026. At the same time, we broadened behavioral health services, began construction on our 17th hospital, BayCare Hospital Manatee, and continued our investment in developing our graduate medical education program, strengthening the pipeline of future clinicians.

I hope as you read this report, you’ll see that throughout the year, our unwavering commitment to compassionate, safe, high-quality care guided every decision. We carry forward the momentum of 2025 as we remain focused, optimistic and deeply dedicated to ensuring that our patients receive the care they deserve, close to home.

Sincerely,

Stephanie Conners, MBA, BSN, RN
President and CEO, BayCare Health System

BayCare Board of Trustees

The BayCare Board of Trustees, comprised of 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. As a 501(c)(3) not-for-profit organization, BayCare is overseen by a volunteer Board of Trustees that includes representation from its founding member organizations.

A Message From Our Board of Trustees Chair

Dear Community Members and Friends,

As Chair of the BayCare Board of Trustees, it’s my honor to lead a dedicated group of community leaders to serve an organization that plays such a vital role in West Central Florida’s health. BayCare remains committed to its mission to improve the health of all we serve, including expanding our capacity as our region continues to grow.

In 2025, the BayCare board was excited to secure the footprint for the BayCare Academic Health and Research Corridor. This new campus in the heart of our region’s largest city, Tampa, positions BayCare to consolidate, strengthen and elevate our academic and research capabilities, including our strategic collaboration with Northwestern Medicine. Together, we’ll expand physician education and accelerate research that brings the latest medical innovations closer to the communities that depend on us.

At the heart of these efforts is BayCare’s unwavering commitment to high-quality, compassionate care – a commitment that guides every decision we make as a board.

We’re deeply grateful for BayCare’s exceptional leadership and for the nearly 34,000 remarkable team members. Their professionalism and excellence are the system’s greatest asset and the foundation of the care our community trusts and deserves.

Our commitment to our communities and your families is our highest priority. Thank you for your support and for allowing us to serve you.

With gratitude,

Ralph Garcia
Chair, BayCare Board of Trustees



Officers – February 2025-February 2027

Ralph Garcia, *Chair*
Yvonne Fry, *Vice Chair*
Cathy Swanson, *Secretary/Treasurer*

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Alan Bomstein	Stephanie Conners	Gay Lancaster
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About BayCare

One of the nation's best-performing health care systems, BayCare is the largest not-for-profit, academic health care system dedicated solely to the communities of West Central Florida, with primary service in Hillsborough, Pasco, Pinellas and Polk counties. BayCare is renowned for delivering the highest clinical excellence with extraordinary, compassionate care.

History

In 1997, several independent, locally founded, not-for-profit hospitals entered into a 50-year joint operating agreement (JOA) to ensure the Tampa Bay region would continue to have access to not-for-profit health care. The hospitals agreed to be operated by a new not-for-profit entity, BayCare Health System, that would be committed to providing high-quality, compassionate care to the entire region. In 2024, BayCare transitioned from the JOA to a simplified corporate legal structure, a change that had no impact on patients, team members, physicians, vendors, payors or the community.

BayCare Today

BayCare operates 16 hospitals, including a children's hospital with a pediatric trauma center; has the region's largest multispecialty physician group, BayCare Medical Group; and provides extensive outpatient services. It's also the region's largest provider of pediatric and behavioral health services and is growing services in Manatee County. BayCare operates one of the state's largest home care services, BayCare HomeCare, across nine counties. BayCare sponsors **BayCarePlus**[®], a suite of Medicare Advantage plans. Backed by sound financial stewardship, BayCare has maintained a deep commitment to investing a significant portion of revenues back into the community.

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

Mission

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 work, receive and provide care. We are powered by an extraordinary team that delivers quality, drives innovation and embraces inclusivity.

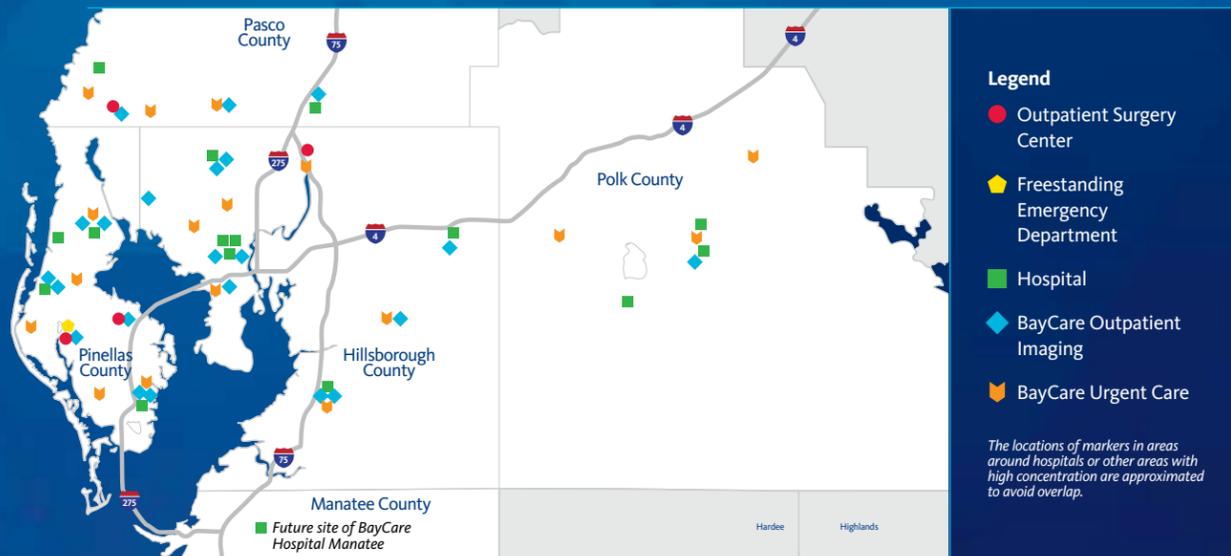
Values

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

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

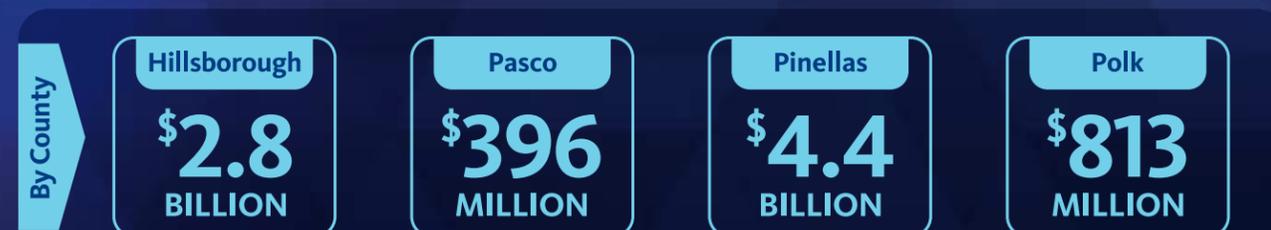
The Largest Academic Health System in West Central Florida

BayCare's commitment to the right care in the right place is evident in its investment in access points across West Central Florida so patients can get the care they need, close to home. That commitment includes recent expansion into north Manatee County by BayCare Medical Group and plans to build a new hospital there to open in 2028, BayCare Hospital Manatee.



An Economic Engine for Florida

BayCare's commitment to serve the growing communities of West Central Florida also means it helps drive a healthier economy for the entire region, generating high-quality jobs and contributing to the state's vitality by \$10 billion annually, according to a 2023 study by Washington Economics Group. For more information about BayCare's economic impact, go to [BayCare.org/EconomicImpact](https://www.baycare.org/EconomicImpact).



Source: The Updated Economic Impacts of BayCare Health System on the State of Florida, the Counties It Serves and Selected Hospitals in the System (2023). The Washington Economics Group, Inc.

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

Data reflects BayCare Health System as of December 2025

Our Network

Community-Based Care in 2025



BayCarePlus Medicare Advantage plan, sponsored by BayCare

A suite of Medicare Advantage plans offered by BayCare Select Health Plans, a subsidiary of BayCare

Acute Care in 2025



- Bartow Regional Medical Center (BRMC)**
Founded 1928 | 72 beds
- BayCare Alliant Hospital (BAH)**
Founded 2008 | 48 beds
- BayCare Hospital Wesley Chapel (BHWC)**
Opened March 2023 | 86 beds
- Mease Countryside Hospital (MCH)**
Founded 1985 | 387 beds
- Mease Dunedin Hospital (MDH)**
Founded 1937 | 120 beds
- Morton Plant Hospital (MPH)**
Founded 1916 | 599 beds
- Morton Plant North Bay Hospital (MPNBH)**
Founded 1965 | 222 beds
- St. Anthony's Hospital (SAH)**
Founded 1931 | 448 beds
- St. Joseph's Hospital (SJH)**
Founded 1934 | 615 beds
- St. Joseph's Children's Hospital (SJCH)**
Founded 1990 | 219 beds
- St. Joseph's Women's Hospital (SJWH)**
Founded 1974 | 100 beds
- St. Joseph's Hospital-North (SJHN)**
Founded 2010 | 210 beds
- St. Joseph's Hospital-South (SJHS)**
Founded 2015 | 223 beds
- South Florida Baptist Hospital (SFBH)**
Founded 1953 | 146 beds
- Winter Haven Hospital (WHH)**
Founded 1926 | 447 beds
- Winter Haven Women's Hospital (WHWH)**
Founded 1987 | 61 beds

Post-Acute Care in 2025



"A catalyst for economic development." – Washington Economics Group Study



Clinical Excellence: BayCare's True North

BayCare has achieved national recognition for the quality of its patient care, accumulating accolades for cardiac care, stroke care, pediatric care, patient outcomes, patient safety, patient experience and more.

Yet in 2025, BayCare reached even higher, deepening our commitment to academic medicine by striving to provide more advanced levels of care and investing in more physician training, research, new technology and treatments. We also worked to make the complex world of health care easier for patients to access and navigate, leading to more healing. The residents of Tampa Bay and West Central Florida deserve the best: medical care that's clinically excellent and provided with compassion.

On the following pages, read stories about how BayCare's dedicated clinical leaders, providers, nurses, researchers and other team members tackled illnesses, improved patient outcomes, provided hope and changed lives in 2025.

Becoming West Central Florida's Largest Academic Health System

BayCare's rapid academic expansion is grounded in a simple vision: No one in West Central Florida should have to leave their community to receive the care they need. As West Central Florida grows faster than much of the nation, BayCare is evolving to meet that need by training physicians locally, expanding access to advanced treatments and expanding the research infrastructure expected of an academic health system.

By the end of 2025, BayCare's Graduate Medical Education (GME) program was operating 14 BayCare-sponsored and university-sponsored residency programs. In fall 2025, nearly 300 resident physicians were trained — more than twice the number of residents trained in 2024 — and the first class of BayCare-sponsored pediatrics residents graduated.

Of the 14 GME residency programs, these were approved in 2025 alone:

- An Emergency Medicine program at St. Joseph's Hospital in Tampa
- Four Internal Medicine programs at Mease Countryside Hospital in Safety Harbor, Morton Plant North Bay Hospital in New Port Richey, St. Anthony's Hospital in St. Petersburg and St. Joseph's Hospital-South in Riverview
- A Transitional Year residency program at St. Joseph's Hospital

Also approved in 2025 was a Child and Adolescent Psychiatry Fellowship program at Morton Plant North Bay Hospital's Recovery Center.



A Defining Moment in BayCare's Academic Transformation

100% Match



In 2025, BayCare achieved a **100% match on Match Day across all BayCare-sponsored Graduate Medical Education (GME) programs**. More than 170 new resident physicians and fellows chose BayCare as the place to launch their careers, placing their trust in the strength of our programs, the quality of our training and the promise of an academic system built for the future. This moment signaled that BayCare had built one of the nation's fastest growing graduate medical education programs, and that the next generation of physicians sees their future at BayCare.





BayCare and Northwestern Medicine leaders marked the beginning of a strategic collaboration in June of 2025.

Collaborating for the Region's Future

In June 2025, BayCare and Northwestern Medicine leaders gathered at the BayCare Academic Health and Research Corridor to announce the start of a strategic collaboration that signaled the final step in BayCare's evolution into becoming an academic health system. The partnership connects BayCare with one of the nation's leading academic medical centers, home to Northwestern Medicine, and accelerates BayCare's ability to bring cutting-edge treatments, research and expertise to West Central Florida.

The collaboration will:

- Expand access to advanced clinical trials and important research projects, starting with oncology and heart and vascular
- Strengthen training pipelines for future physicians
- Elevate care through shared research, education and clinical innovations

"Our vision is that no one in West Central Florida will need to leave their community to get access to the best clinical interventions possible, right here close to home," said BayCare President and CEO Stephanie Conners, MBA, BSN, RN.

The location of the announcement in June was also symbolic. To support its growth in academic medicine, BayCare acquired 36 acres of an office park known as Tampa Bay Park, increasing available space by more than 75% near St. Joseph's Hospital. It was one of the highest grossing commercial sales in Tampa Bay in 2025. The property, now known as the BayCare Academic Health and Research Corridor, will be used to expand the BayCare Medical Group physician practice and serve as the headquarters for BayCare's Graduate Medical Education and research programs.

"Our vision is that no one in West Central Florida will need to leave their community to get access to the best clinical interventions possible, right here close to home," said BayCare President and CEO Stephanie Conners, MBA, BSN, RN.



A simulation training for emergency medicine.

Academic Recognition at the Highest Levels

BayCare's growing academic footprint has earned state and national recognition for both physician training and patient care.

The state of Florida designated St. Joseph's Hospital as a statutory teaching hospital, recognizing BayCare's investment in GME. The Agency for Health Care Administration's (AHCA) designation includes all five BayCare facilities under the St. Joseph's name, including St. Joseph's Hospital, St. Joseph's Children's Hospital and St. Joseph's Women's Hospital, all located in Tampa; St. Joseph's Hospital-North in Lutz and St. Joseph's Hospital-South in Riverview.

St. Joseph's Children's Hospital was also named a Level 1 Children's Surgery Center by the American College of Surgeons, giving it the highest designation a pediatric hospital can receive and placing it among only 55 hospitals nationwide.

Further reflecting BayCare's dedication to advancing behavioral health education, the state of Florida designated St. Joseph's Hospital as the BayCare Behavioral Health Teaching Hospital at St. Joseph's, made possible through a strategic partnership with the Florida State University College of Medicine.

Innovation That Reaches Patients Now

BayCare has doubled its clinical trials in recent years, expanding access to next-generation treatments for patients across the region.

BayCare is increasingly sought out by industry and academic partners for studies involving medical devices, pharmaceuticals, and emerging technologies and treatments.

World's First TAV-in-TAV Procedure

In a significant step forward for structural heart care, physicians at Morton Plant Hospital completed the world's first TAV-in-TAV procedure as part of the RESTORE study, offering new options for patients whose original transcatheter aortic valve replacement (TAVR) valves are nearing the end of their lifespan. The valves used in this procedure treat severe narrowing of the aortic valve and are designed to last about a decade.

The first patient, 82-year-old Ronald Yurkus, volunteered so he could remain active as his wife's caregiver.

The procedure, led by Dr. Joshua Rovin and the team at the Center for Advanced Valve and Structural Heart Care, allowed Ronald to return home after just one night. Since introducing TAVR to Tampa Bay in 2012, the team has participated in numerous clinical trials, advancing care by bringing structural heart treatments to the community.



 **354**
Partner-initiated
clinical trials and
research projects
in 2025

 **196**
BayCare locally
initiated health
research
projects in 2025

Children's Hospital First in Southeast to Implant New Infant Cardiac Stent

In February 2025, the Patel Children's Heart Institute at St. Joseph's Children's Hospital was the first in the southeastern United States, and one of only a handful of programs in the world, to implant a new stent specifically created to enlarge narrowed blood vessels in the hearts of newborns and babies.

"Until now, adult stents needed to be altered to fit a baby's tiny vessels and then replaced as they grow older," said Dr. Jeremy Ringwald, pediatric cardiologist and director of the cardiac catheterization laboratories at St. Joseph's Children's Hospital. "The use of this stent is an example of how our heart institute is allowing our patients to benefit from every advance in our field."

Dr. Ringwald performed the Renata Minima stent procedure on 14-month-old Layla Lebovic, who was born with a complex combination of congenital heart defects. Layla was discharged the next day after the successful procedure and continues to do well.

"We're so grateful to Dr. Ringwald and the entire St. Joseph's Children's Hospital cardiac team for the incredible care Layla received," said Laura Lebovic, Layla's mother.

The Patel Children's Heart Institute at St. Joseph's Children's Hospital is home to Tampa Bay's only comprehensive congenital heart disease program. A partnership between St. Joseph's Children's Hospital and University of Pittsburgh Medical Center Children's Hospital of Pittsburgh provides families across Florida with highly specialized cardiovascular care for patients from in-utero through adulthood.





Morton Plant Hospital surgical team members Barbara Lostraglio, left, and Melissa Lennon work with the Lumicell instrument.

“We’re very proud to be able to offer new therapies for our cancer patients,” said Tim McMahon, director of the BayCare Cancer Institute. “This is further evidence of BayCare’s commitment to clinical excellence for improved outcomes in the fight against cancer.”

Precision Breast Cancer Surgery Reduces Need for Return Procedures

At Morton Plant Hospital, surgeons are using a new precision-guided technology, the LumiSystem™, to detect and remove “hidden” cancer cells during a patient’s initial lumpectomy. By identifying residual tumor cells in real time, the LumiSystem reduces the likelihood of patients needing a second procedure, helping patients heal faster, with greater confidence in their results. BayCare was among the health systems that helped test the technology during its clinical trial phase, and now it’s the first in Florida to offer it.

In-House Gene Testing for Blood Cancers Enhances Treatment

In 2025, BayCare’s Esoteric Lab in Hillsborough County added rapid, in-house gene testing to speed treatment for blood cancers. This enhancement cuts wait times from weeks to just days, allowing oncologists to make faster, more personalized treatment decisions at critical moments in a patient’s care journey. Since 2019, BayCare’s Esoteric Lab has used Next Generation Sequencing technology to analyze genetic material from diseases such as lung cancer, melanoma and colon cancer.

Leading the Way in Early Detection and Prevention

In October, BayCare unveiled the only High Risk Cancer Program in West Central Florida, offering personalized plans to help provide early detection for the risk of cancer. Using a survey tool that assesses risks for nine different types of cancer – breast, colorectal, endometrial, gastric, kidney, lung, ovarian, pancreatic and prostate – BayCare can help high-risk patients begin screening protocols earlier. The program launched at Morton Plant Hospital and will expand to St. Joseph’s Hospital and Winter Haven Hospital.

Advancing Cancer Care

Proton Therapy Treatment Targets Tumors While Minimizing Radiation

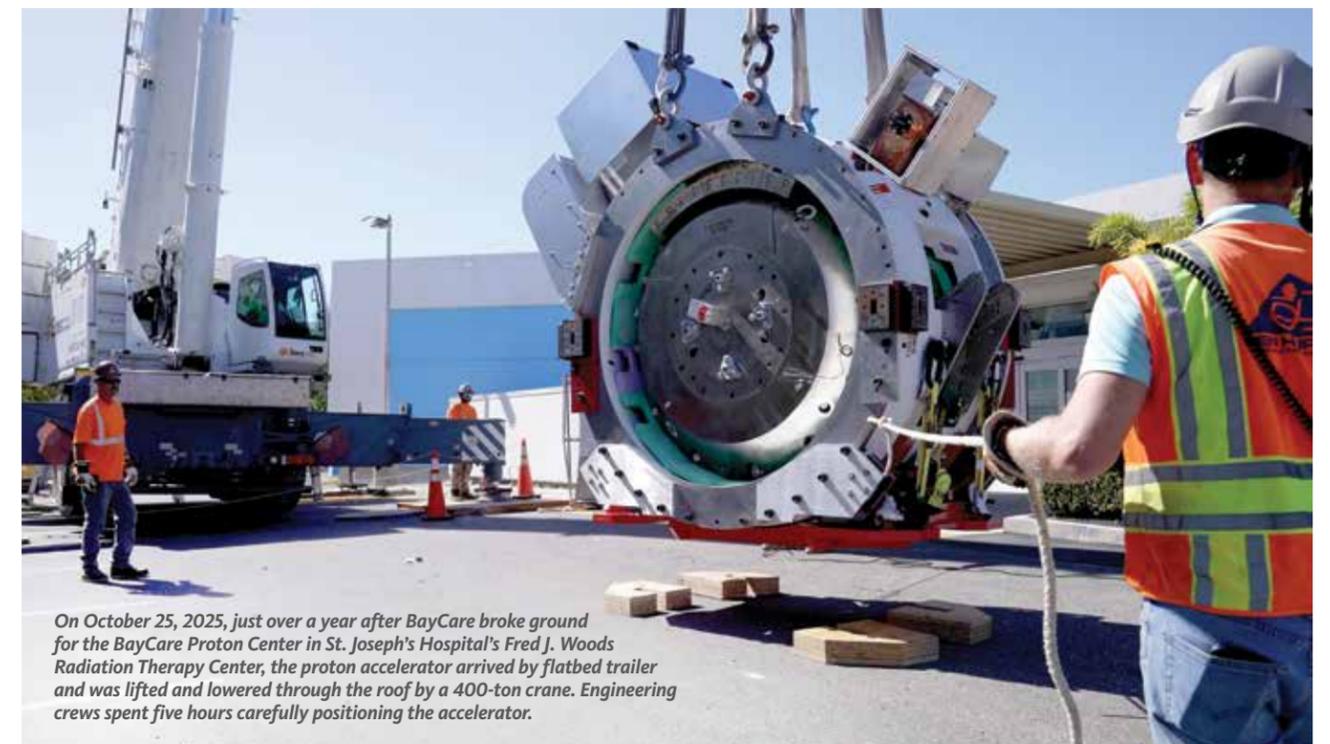
Patients from across BayCare will have access to proton therapy cancer treatment services. This treatment uses charged protons to destroy tumors with a precise, targeted dose of radiation. It minimizes radiation exposure to nearby healthy tissue, potentially reducing or eliminating short- and long-term treatment complications. As a result, patients report fewer side effects and have a lower risk of secondary malignancies.

A Powerful New Option for Lung Cancer Patients

St. Joseph’s Hospital became the first hospital in Central Florida to use a new, pulsed electric field lung technology during robotic-assisted bronchoscopies. This new approach uses controlled electrical energy to precisely destroy targeted lung lesions, adding only a brief step to the standard procedure. The innovation offers patients a less invasive option with greater accuracy, reflecting BayCare’s commitment to earlier detection, advanced treatments and higher quality cancer care.



St. Joseph’s Hospital was the first in Central Florida to use a new, pulsed electric field technology to combat lung cancer during robotic-assisted bronchoscopies.



On October 25, 2025, just over a year after BayCare broke ground for the BayCare Proton Center in St. Joseph’s Hospital’s Fred J. Woods Radiation Therapy Center, the proton accelerator arrived by flatbed trailer and was lifted and lowered through the roof by a 400-ton crane. Engineering crews spent five hours carefully positioning the accelerator.

Clinical Institutes: Advancements in Care Delivery

BayCare's six Clinical Institutes continue to transform how the health system delivers care across the region. In 2025, they oversaw the launch of 12 new Comprehensive Care Centers (CCC), bringing the total to 13 since BayCare implemented the Clinical Institute model in 2024.

These CCCs, along with others expected to open in 2026 and beyond, are designed to make it easier for patients to access the highest quality care, connect with expert providers and receive personalized support throughout their health journey.

Each CCC focuses on a specific condition or specialty area. Currently, BayCare's CCCs include seven dedicated to joint repair or replacement, two breast care centers, two gynecologic oncology centers, an atrial fibrillation center and an advanced heart failure center. These CCCs are located within BayCare hospitals that meet rigorous standards for advanced treatment – standards that may include highly trained specialists, leading-edge technology, dedicated space and specially trained patient navigators who guide patients every step of the way.

BayCare chose to create Clinical Institutes and CCCs to meet these goals:

- To ensure that patients can receive the best available care close to home, without having to travel outside the region for advanced treatment
- To offer every level of care a patient may need within the BayCare system, from diagnosis to treatment to recovery
- To expand BayCare's ability to provide highly specialized tertiary and quaternary care for complex conditions
- To attract top physicians, specialists and researchers who want to be part of a system committed to excellence and innovation



Currently, BayCare's CCCs include seven dedicated to joint repair or replacement, two breast care centers, two gynecologic oncology centers, an atrial fibrillation center and an advanced heart failure center.



Here are BayCare's Clinical Institutes and some of their achievements during 2025.

BayCare Cancer Institute

- Purchased and installed a proton accelerator at St. Joseph's Hospital in Tampa that will begin providing advanced cancer treatments in 2026
- Introduced exercise oncology and a high-risk cancer program

BayCare Neuroscience Institute

- Opened a neurology intensive care unit at St. Anthony's Hospital in St. Petersburg
- Launched 26 neuroscience research projects focusing on conditions such as Alzheimer's disease, Parkinson's disease, stroke, headache and myasthenia gravis

BayCare Orthopedic Institute

- Launched Comprehensive Total Joint Centers at Morton Plant, St. Anthony's and St. Joseph's hospitals
- Launched the Comprehensive Total Joint and Revision Center at South Florida Baptist Hospital
- Participated in Operation Walk USA, providing free joint replacements to four patients who qualified for the program

BayCare Kids

- Opened access to BayCare Urgent Care centers for children as young as 6 months of age. Previously, BayCare Urgent Care access started at age 2.
- Began planning for the new Pagidipati Children's Hospital at St. Joseph's in Tampa, which is scheduled to open in 2030 and will provide new spaces for acute care, specialty clinics, new CCCs and research

BayCare Heart and Vascular Institute

- Launched the Comprehensive Atrial Fibrillation Center at Morton Plant Hospital
- Launched the Comprehensive Advanced Heart Failure Center at St. Joseph's Hospital

BayCare Women's Institute

- Opened level II neonatal intensive care units (NICUs) at St. Joseph's Hospital-North and South Florida Baptist Hospital
- Increased availability of obstetrical hospitalists at all BayCare hospitals that provide maternity care

Through the Clinical Institutes, BayCare is building a coordinated, patient-centered approach to care that brings together expertise, technology and compassion to better serve the region today and into the future.

Innovating Care to Better Serve Families



BayCare and community leaders celebrated the opening of the state's first behavioral health urgent care in Pasco County.

Transforming Behavioral Health Across the Region

BayCare opened Florida's first behavioral health urgent care center in Pasco County, offering walk-in and same-day appointments for individuals in urgent need of mental health or substance abuse care. Designed with calming spaces and private evaluation rooms, the center provides immediate clinical assessments and timely access to care from trained behavioral health professionals.

Made possible by a \$3.6 million grant from the Pasco County Commission, the new urgent care now anchors BayCare's Behavioral Health campus in New Port Richey, Florida.

"Our expectation was that we'd serve 400 patients in the first year," said Tracey Kaly, director of Clinical Operations for BayCare Behavioral Health. "As we approach our first (full) year in operation, we've already seen more than 1,600 patients, further demonstrating the dire need for high-quality behavioral health care in our state."

On the same campus in New Port Richey, BayCare Behavioral Health broke ground for a new Central Receiving Facility (CRF), also the first of its kind in Pasco County and a major step forward for crisis stabilization. Opening in 2026, the CRF will expand services for individuals experiencing mental health or substance use crises by providing assessment, intervention and coordinated referrals, all under one roof. This investment strengthens BayCare's continuum of behavioral health services across West Central Florida.

BayCare VP Gail Ryder Honored for Impact on Behavioral Health

Over more than three decades, Ryder has shaped behavioral health services across West Central Florida, helping to expand access, address clinician shortages, champion community education and partnering with the U.S. Marshals Service to provide behavioral health support to children affected by human trafficking and violent crime.



BayCare's vice president of behavioral health, Gail Ryder, was named the Florida Hospital Association's Health Care Leader of the Year.

"Often, people don't seek help until they're in crisis and feel their only options are to call law enforcement or go to the emergency room. This behavioral health urgent care center is a bridge – a safe space where people in urgent need of mental health or addiction care can be seen in a timely manner by a trained professional."

– Tracey Kaly, director of Clinical Operations, BayCare Behavioral Health



The Possick family

Keeping Mothers and NICU Babies Together

BayCare became the first health system in Florida to offer neonatal intensive care unit (NICU) couplet care in 2025, a model that supports mothers and newborns staying in the same room, even when the baby requires intensive care. Launched at Morton Plant Hospital and St. Joseph's Hospital-North, this model reduces the stress of separation, supports breastfeeding and strengthens early bonding.

Allison Possick experienced this firsthand when her third child unexpectedly needed NICU care. "In this traumatic time, it was so nice to be with the NICU nurses," she said. "Every single NICU nurse and doctor was next level and truly amazing."

All seven BayCare delivering hospitals now have at least level II NICUs, including new NICUs at South Florida Baptist Hospital in Plant City and St. Joseph's Hospital-North in Lutz. Learn more in the Growing With West Central Florida chapter on page 35.

Supporting Care Delivery With Smart Tools

In 2025, BayCare thoughtfully expanded artificial intelligence (AI) tools to enhance, not replace, the human side of health care. The goal: Give clinicians more time for meaningful patient interaction while improving access, comfort and overall experience. BayCare Medical Group physicians and hospital nursing teams piloted voice technology that automatically generates clinical notes, reducing documentation times and helping providers stay more present with patients.

AI also played a role in improving patient experience during imaging scans. New imaging software shortened magnetic resonance imaging scanning times, reducing discomfort and anxiety while allowing patients to be seen more quickly. Working in collaboration with leading technology providers, BayCare teams are involved in developing tools that will continue to enhance care.

Through each innovation, BayCare remains grounded in its core belief: Technology should strengthen care, not replace the compassion that defines it.



In 2025,
Beaker and Hygeia:

Took
23,702
trips

Traveled
3,350
miles

Saved
7,696
team hours

Robot Duo Gives Nurses More Time for Patients

Carefully navigating the halls of St. Anthony's Hospital, two autonomous mobile robots, Beaker and Hygeia, are quietly transforming daily workflows. The compact robots navigate hallways, call elevators and transport lab specimens and medications between the laboratory and multiple care units, including the intensive care units (ICU).

By making dozens of trips each day, Beaker and Hygeia allow care teams to spend more time directly with patients instead of running supplies. The efficiency boost also has helped improve lab turnaround times across the hospital.

The lab team selected Beaker's name and played a hand in designing their robot companion's scrubs by adding a lab coat and a stethoscope. "Beaker is like our Star Wars droid that helps with tasks we need throughout the day and saves so much time," said Corey Cook, ICU 1 assistant nurse manager. "We're able to give back directly to our patients, and that's meant the world."



Meet Ayden: A Little Warrior With a Big Heart

Born with half a heart in September 2024, Ayden underwent his first open-heart surgery at just 6 days old at the Patel Children's Heart Institute at St. Joseph's Children's Hospital. He was diagnosed with hypoplastic left heart syndrome, a rare and complex heart defect, and required a second surgery at 4 months old.

"The diagnosis was a complete shock, but from the moment we met with the congenital cardiac team at St. Joseph's Children's Hospital, we knew our baby was in the best hands," said his mother, Ashli. "Ayden's doctors and nurses are more than just caregivers who helped save his life. They're our second family, and I'm forever grateful for their care, compassion and expertise."

Today, Ayden is thriving and growing stronger every day. His strength is matched only by the love surrounding him, especially from his big sister, Harper, who enjoys making him laugh.



A Rare Genetic Diagnosis and Lifesaving Expertise Save Father and Son

Neither Clay Emerton nor his 26-year-old son, Andrew, was expected to survive their medical emergencies, but BayCare's providers refused to give up on finding answers.

In 2018, Clay arrived at the St. Joseph's Hospital emergency department with his heart racing at more than 250 beats per minute. The care team quickly recognized he was in life-threatening ventricular tachycardia and ventricular fibrillation, conditions that often mimic heart attack symptoms with no immediate apparent cause. Emergency room providers shocked his heart repeatedly to restore a stable rhythm, then escalated his case to a cardiac electrophysiologist for deeper evaluation.

The electrophysiologist implanted a subcutaneous implantable cardioverter defibrillator to detect abnormal heart rhythm and shock his heart if it started beating uncontrollably again. The specialist encouraged Clay to undergo genetic testing, which revealed a rare desmoplakin mutation, an inherited condition that can trigger sudden cardiac arrest with no warning signs. This discovery reshaped care for Clay and his family, prompting further testing and device therapy.

Months later, those insights proved lifesaving when Andrew collapsed from sudden cardiac arrest. Guided by BayCare expertise, he received the same advanced defibrillator technology that had protected his father, an intervention that later saved his life during a second cardiac event.

"I'm so grateful to Dr. Daniel Dodard and Dr. Shalin Shah for their willingness to go the extra mile to help me in every way," Clay Emerton said. "My condition is rare, but they always take the time to listen and look for solutions to improve my quality of life and ultimately keep me alive. Their guidance has helped me help my son."

Andrew and Clay Emerton, far right, with family.

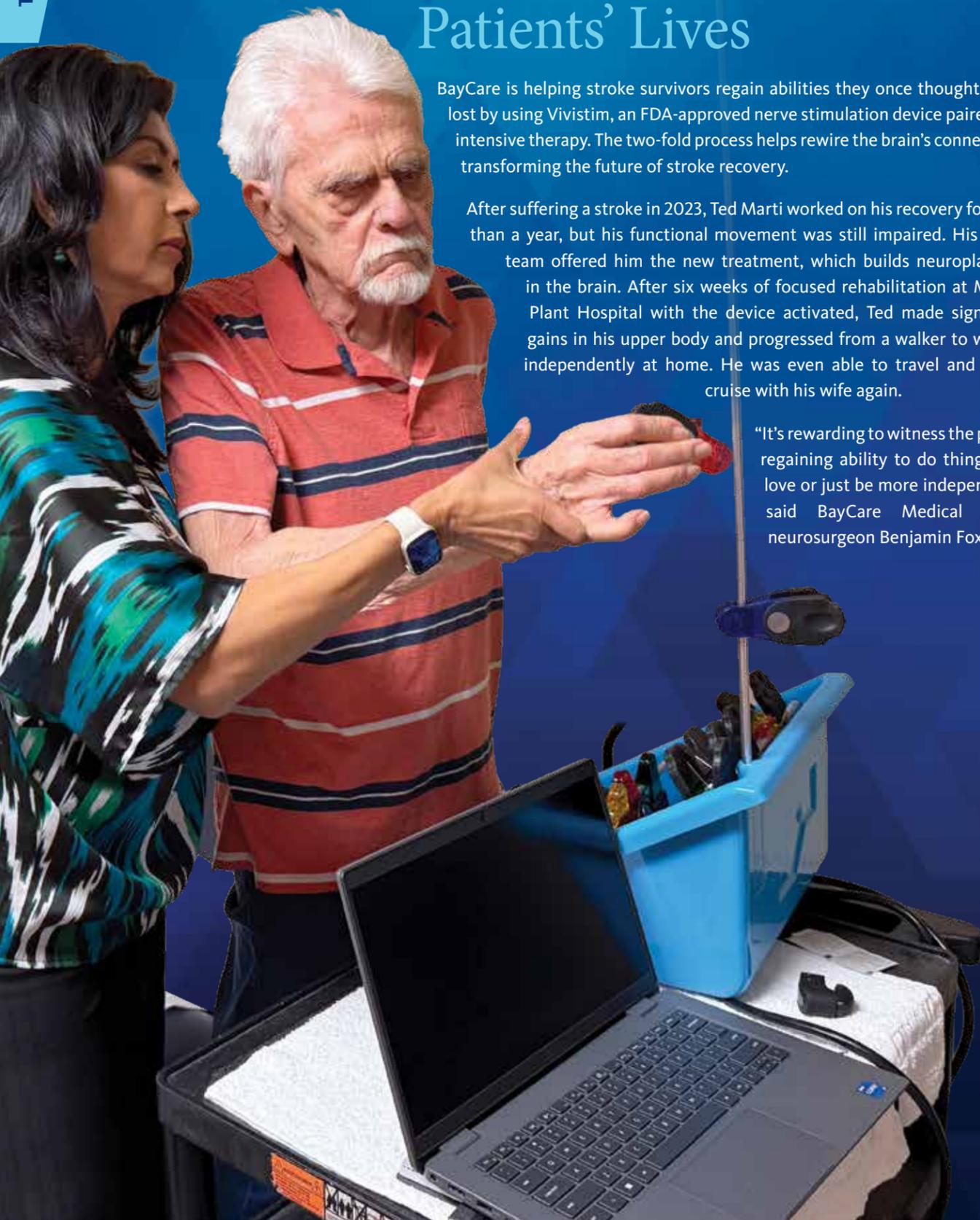


Innovative Therapy Restores Stroke Patients' Lives

BayCare is helping stroke survivors regain abilities they once thought they'd lost by using Vivistim, an FDA-approved nerve stimulation device paired with intensive therapy. The two-fold process helps rewire the brain's connections, transforming the future of stroke recovery.

After suffering a stroke in 2023, Ted Marti worked on his recovery for more than a year, but his functional movement was still impaired. His stroke team offered him the new treatment, which builds neuroplasticity in the brain. After six weeks of focused rehabilitation at Morton Plant Hospital with the device activated, Ted made significant gains in his upper body and progressed from a walker to walking independently at home. He was even able to travel and take a cruise with his wife again.

"It's rewarding to witness the patient regaining ability to do things they love or just be more independent," said BayCare Medical Group neurosurgeon Benjamin Fox, MD.



Rapid Intervention Saves Teen After Complex Stroke

Seventeen-year-old Matthew Mezzei has turned to BayCare throughout his life for speech, physical and occupational therapy, but last spring he faced his most serious medical emergency yet. After developing walking pneumonia, he woke with a sudden weakness on his left side. His parents rushed him to the nearest emergency room, where imaging revealed a complex stroke and brain bleed. He was immediately airlifted to St. Joseph's Hospital, one of BayCare's Comprehensive Stroke Centers.

As Matthew was being transported by helicopter, St. Joseph's Hospital mobilized its specialized stroke response team. Neuroscience nurses Melissa Lewis and Jessica Mone guided and reassured his parents while specialists prepared to perform a lifesaving thrombectomy that removed the blood clot. Matthew left the hospital seven days later with no neurological deficits. Weeks after his recovery, the stroke team arranged a special Bayflite medical transport helicopter tour for Matthew because he had no memory of his helicopter ride.

"We could not be more grateful to the staff at St. Joseph's Hospital for their dedication, diligence and humanity. We believe we experienced a miracle," said Matthew's mother, Lisa Mezzei.



2025 Clinical Excellence Awards and Accolades

As the largest academic health system serving West Central Florida, BayCare ranks nationally among health systems for clinical quality and outcomes, safety and patient experience.

Eleven Hospitals Earn A's for Patient Safety

In fall 2025, 11 of BayCare's eligible acute-care hospitals earned "A" grades for hospital safety from the Leapfrog Group, nine* of which earned Leapfrog's elite "Straight A" designation – an "A" in at least five consecutive cycles over two years of the Leapfrog Hospital Safety Grade. The "A" grade BayCare hospitals are:

- Bartow Regional Medical Center
- BayCare Hospital Wesley Chapel
- Mease Countryside Hospital*
- Mease Dunedin Hospital*
- Morton Plant Hospital*
- Morton Plant North Bay Hospital*
- St. Anthony's Hospital*
- St. Joseph's Hospital*
- St. Joseph's Hospital-North*
- St. Joseph's Hospital-South*
- Winter Haven Hospital*

Leapfrog is a national nonprofit organization that collects and analyzes data about infections, accidents, injuries and errors at nearly 3,000 general hospitals, and releases the grades publicly every spring and fall. The Leapfrog Hospital Safety Grade is the only hospital ratings program focused exclusively on preventable medical errors, injuries and infections that can lead to harm or even death. The grading system is peer-reviewed, fully transparent and free to the public.

Healthgrades Recognizes Top Clinical Outcomes

Healthgrades rates hospitals based on clinical outcomes across 31 conditions and procedures. The analyses are based on 45+ million Medicare medical claims at over 4,500 hospitals nationwide for the most recent three-year period. BayCare hospitals received numerous Healthgrades awards in 2025. Here are a few of the highlights.

- Named Among the Top 5% in the Nation for Outstanding Patient Experience in 2025
- Named Among the Top 5% in the Nation for Patient Safety in 2025
- Named Among the Top 10% in the Nation for Treatment of Stroke in 2025
- Named Among the Top 5% in the Nation for Spine Surgery in 2025
- Ranked No. 3 in Florida for Spine Surgery in 2025
- Named Among the Top 5% in the Nation for Outpatient Joint Replacement in 2025



Pinnacle of Excellence – Patient Experience Award Winners

- BayCare Laboratories (Palm Harbor)
- BayCare Laboratories (St. Anthony's Hospital Medical Arts Building)

Pinnacle of Excellence – Physician Experience Award Winners

- Physicians at St. Anthony's Hospital
- Physicians at St. Joseph's Hospital-North

Guardian of Excellence – Patient Experience Award Winners

- BayCare Outpatient Imaging (Bloomingdale)
- BayCare Outpatient Imaging (Land O' Lakes)
- BayCare Outpatient Imaging (Wesley Chapel)
- BayCare Laboratories (Bloomingdale)
- BayCare Laboratories (Cheek-Powell)
- BayCare Laboratories (Mease Dunedin Hospital Physician Office Building)
- BayCare Laboratories (New Port Richey)
- BayCare Laboratories (Palm Harbor)
- BayCare Laboratories (St. Anthony's Hospital Medical Arts Building)
- BayCare Laboratories (South Tampa)
- BayCare Laboratories (Sunset Point)
- BayCare Laboratories (Trinity)
- St. Joseph's Women's Hospital



A Leader in Heart and Stroke Care

BayCare heart and vascular surgery programs achieved the highest 3-star rating in five of six categories from the Society for Thoracic Surgeons in 2025, placing BayCare in the top 12% of programs in the nation. In 2025, St. Joseph's Hospital was identified as one of the nation's 50 Top Cardiovascular Hospitals® based on a balanced scorecard provided by Premier, Inc. It was the sixth time the hospital was named to the list.

Twelve Hospitals Receive Stroke Care Achievement Awards

All 12 eligible BayCare hospitals earned American Heart Association Get With The Guidelines® achievement awards for demonstrating commitment to following up-to-date, research-based guidelines for the treatment of stroke, ultimately leading to more lives saved, shorter recovery times and fewer readmissions to the hospital.

- Get With The Guidelines – Gold Plus Achievement: Mease Countryside Hospital, Mease Dunedin Hospital, Morton Plant Hospital, St. Anthony's Hospital, St. Joseph's Hospital, St. Joseph's Hospital-South and Winter Haven Hospital
- Get With The Guidelines – Silver Plus Achievement: Bartow Regional Medical Center, BayCare Hospital Wesley Chapel, Morton Plant North Bay Hospital, St. Joseph's Hospital-North and South Florida Baptist Hospital

BayCare Hospital Wesley Chapel was certified as a Primary Stroke Center by Det Norske Veritas in 2025. With this certification, every eligible BayCare hospital is now minimally certified as a Primary Stroke Center.

BayCare Earns National Recognition for Advancing Physician Well-Being

BayCare earned the American Medical Association's Joy in Medicine® bronze recognition for its strong commitment to physician well-being. The honor reflects BayCare's leadership in reducing burnout, strengthening a supportive care environment and helping doctors find greater meaning and joy in patient care.

Press Ganey Awards for Patient and Physician Experience

BayCare earned 17 Press Ganey Human Experience Awards for 2025, including new awards for physician experience and hospital patient experience. Based on patient and provider surveys of more than 41,000 health care facilities, the awards place BayCare's performance among the top 5% of health care systems in the country.



Growing to Serve West Central Florida

In 2025, BayCare continued to invest in the health of West Central Florida by expanding access to health care and upgrading hospital facilities and services to provide more timely, specialized care.

BayCare began construction on a new health care campus in north Manatee County. BayCare Hospital Manatee and a BayCare HealthHub will bring that community's only access to not-for-profit care close to home. BayCare added a new neurology intensive care unit at St. Anthony's Hospital, opened a fourth pediatric emergency unit at Winter Haven Hospital, and added neonatal intensive care units (NICUs) across the region to ensure every family has a NICU near their Labor and Delivery unit.

BayCare advanced its leadership in behavioral health by working with government and community agencies to provide better access to care. As the region's largest provider of behavioral health services, BayCare opened the state's first Behavioral Health Urgent Care in Pasco County and broke ground for a new receiving facility for patients experiencing mental health or substance use crises.

In addition to announcing the planned opening of two more freestanding emergency departments, BayCare's ambulatory services division continued to expand and innovate in urgent care, outpatient imaging, ambulatory surgery, home care and virtual visits. Providing care in the community closer to home not only saves time and reduces costs but also helps patients stay healthier through prevention and better management of chronic conditions.

With a planned opening in 2028, BayCare Hospital Manatee will deepen BayCare's presence in Manatee as the county's only not-for-profit hospital. The adjacent BayCare HealthHub® (Manatee) will open in September 2026.

BayCare's Investment in Manatee County Moves Forward

On April 30, BayCare broke ground on its 17th hospital, BayCare Hospital Manatee, and BayCare HealthHub (Manatee), a \$563 million project.

The hospital with 154 private rooms is being built on Moccasin Wallow Road, one mile north of the I-75 and I-275 junction in Manatee County. It's expected to open in 2028 and will include maternity, neonatal, emergency and specialty care.

The adjacent 45,000-square-foot BayCare HealthHub will be home to BayCare Medical Group providers and offer primary and specialty care, outpatient laboratory services and imaging services including 3T MRI, X-ray, CT, PET CT, mammography, DEXA and ultrasound. BayCare HealthHub (Manatee) will open in September 2026.

BayCare Unveils Vision for New Pagidipati Children's Hospital at St. Joseph's

BayCare revealed the latest rendering of the future Pagidipati Children's Hospital at St. Joseph's, a freestanding, state-of-the-art facility in Tampa scheduled to open in 2030. Designed to succeed the current St. Joseph's Children's Hospital, the new hospital will deliver world-class care in a vibrant, welcoming environment.

Bartow Regional Medical Center Celebrates Milestone in Expansion Project

Bartow Regional Medical Center in Polk County marked a milestone in its \$110 million expansion with a "topping out" ceremony when the final structural beam was placed atop its Emergency Department addition. The project, launched in November 2024, will expand the hospital from 72 to 90 beds, double the intensive care unit capacity and add a second floor to the Emergency Department, adding 27 new exam rooms for a total of 43. It also expands surgical services, the cardiac catheterization lab, the pharmacy and more, and is expected to add nearly 70,000 square feet by 2027.

St. Anthony's Hospital Opens Neuro Intensive Care Unit

To meet the growing demand for neurosurgical care in Pinellas County, St. Anthony's Hospital opened a neurology intensive care unit (neuro ICU) for patients who face some of the most complex surgeries and postsurgical treatment. The neuro ICU built upon the integration in 2024 of a dedicated neurosurgery practice at St. Anthony's Hospital.

\$563 million
The BayCare Hospital Manatee and HealthHub projects represent a \$563 million investment in Manatee County health infrastructure.

\$110 million
Bartow Regional Medical Center's expansion project is valued at \$110 million, providing significant facility upgrades.

13,255
Births in 2025

BayCare delivers more babies than any other hospital system in West Central Florida.

\$4.4 million

BayCare's investment in two new NICUs in 2025 to improve access to neonatal care.

New Pediatric ER Enhances Care for Winter Haven's Youngest Patients

BayCare opened its fourth pediatric emergency department at Winter Haven Hospital in Polk County in October 2025, creating a dedicated, kid-friendly space for children who need emergency care delivered by the region's largest pediatric provider. The unit includes pediatric observation services and telehealth support, with plans for future virtual exams by specialists located at St. Joseph's Hospital. It joins pediatric emergency units at Mease Countryside Hospital in Clearwater, St. Joseph's Children's Hospital in Tampa and St. Joseph's Hospital-South in Riverview.

A NICU for Every Delivery Unit

In 2025, BayCare's Women's Institute reached an important milestone: Every BayCare hospital with a maternity unit now offers a level II or higher neonatal intensive care unit (NICU), ensuring families across the region have access to advanced newborn care, close to home.

St. Joseph's Hospital-North opened a \$2 million, 5,431-square-foot, eight-bed NICU, where mothers and babies can recover together. South Florida Baptist Hospital followed with a \$2.4 million investment for a new eight-room private NICU, including a specialized space for twins.

These expansions complement the highest level of neonatal care in the region at St. Joseph's Women's Hospital, one of Florida's few level IV NICUs. Today, BayCare hospitals provides NICU services at:

- St. Joseph's Women's Hospital in Tampa (level IV)
- Mease Countryside Hospital in Safety Harbor (level III)
- St. Joseph's Hospital-North in Lutz (level II)
- St. Joseph's Hospital-South in Riverview (level II)
- South Florida Baptist Hospital in Plant City (level II)
- Morton Plant Hospital in Clearwater (level II)
- Winter Haven Women's Hospital in Winter Haven (level II)

Ronald McDonald House Opens for St. Joseph's Children's Hospital Families

In May, Ronald McDonald House Charities of Tampa Bay opened a new house on the St. Joseph's Children's Hospital campus, less than 100 steps away from the NICU. The 10,100-square-foot, 11-bedroom house features private bathrooms, a full kitchen and dining area, a study area, playroom and more.



The latest artist's rendering of the Pagidipati Children's Hospital at St. Joseph's.



BayCare operates one of the state's largest home care services.



Renovated Imaging Center Advances Patient Care at Winter Haven Hospital

In 2025, Winter Haven Hospital expanded its interventional radiology department with advanced imaging technology designed to improve patient care. New bi-plane X-ray suites can capture images from two angles at once, delivering clearer views of complex vascular structures and speeding time-sensitive procedures such as stroke treatment. Upgraded digital radiography provides faster, higher resolution images, while a new dual-source CT scanner increases imaging speed and capacity. Together, these innovations support precise diagnoses, procedural care and access for patients.



BayCare Medical Group Welcomes Anesthesia Practices

To enhance care at Winter Haven Hospital and other locations, BayCare Medical Group welcomed anesthesiologists and nurse anesthetists from Sound Anesthesia and Envision Anesthesia. The transitions enable BayCare to increase patient access and better serve our communities.

Improving Emergency Care Access in Polk and Hillsborough Counties

As our region grows, BayCare is building on the success of one of Florida's most successful freestanding emergency departments (FSEDs), the Bardmoor FSED in Pinellas County, to bring emergency care closer to home. In 2024, BayCare announced plans for its second FSED in Lakeland, followed in 2025 by plans for its third and fourth freestanding emergency departments.

"Our patients deserve the convenience and efficiency that a freestanding emergency department can deliver, as we can often see patients within just a few minutes of their arrival," said Todd Jones, BayCare's chief strategy officer and chief ambulatory services officer.

Coming soon is a 12,000-square-foot facility in Valrico, which will offer 15 spaces for treating patients and will be affiliated with St. Joseph's Children's Hospital and St. Joseph's Hospital-South. Another 12,000-square-foot FSED coming to Davenport will provide 15 treatment spaces and serve patients through affiliations with St. Joseph's Children's Hospital and Winter Haven Hospital.



668,361

Emergency Department visits across the BayCare network in 2025



477,417

Home visits made in nine counties by BayCare HomeCare in 2025



1,745,601

Miles driven by BayCare HomeCare team members in 2025



Committed to Improving Community Health

Since its founding as a not-for-profit health care system in 1997, BayCare has worked hard to expand access to high-quality health care. That commitment extends beyond clinical settings and into the communities BayCare serves every day.

BayCare's Community Benefit work reflects a long-standing belief that health is influenced by more than medical care alone. Food insecurity, housing instability, lack of insurance and limited access to resources all affect well-being.

As West Central Florida's largest academic health system, BayCare leverages its resources and its reach to help individuals and families live healthier, happier lives. The stories that follow highlight some of the ways BayCare supported the community in 2025.

2025 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.

- \$326 million | Medicaid/Income-Based Programs:** Patients with some insurance, but not enough to cover their medical bill
- \$58 million | Charity Care:** Patients with no insurance
- \$116 million | Unbilled Community Services:** Health professional education, community health improvement services, research, cash and in-kind donations, community-building activities and more



BayCare and the St. Pete Free Clinic collaborated to distribute food to families in need in 2025.

Assessing Community Needs

Every year, BayCare provides unreimbursed services valued at hundreds of millions of dollars to:

- Care for people without health insurance
- Care for patients whose insurance won't cover the full cost of their care
- Provide community services for which BayCare isn't reimbursed, such as community health services and events, cash and in-kind donations, research, education for health professionals and more.

Every three years, BayCare participates with other not-for-profit health organizations to conduct a Community Health Needs Assessment (CHNA). This formal process uses surveys, focus groups, interviews and data to identify the most significant health needs facing Tampa Bay and West Central Florida. Needs are ranked and prioritized, and participating organizations determine how to best address them.

The 2025 CHNA identified three primary unmet health needs as priorities:

- Access to Health and Social Services
- Behavioral Health (including mental health and substance use)
- Exercise, Nutrition and Weight

While BayCare will focus on all three priorities during the 2026-2028 cycle, food insecurity continues to be a critical area of concern. Overall, 16% of 2025 CHNA survey respondents in Hillsborough, Pasco, Pinellas and Polk counties identified themselves as food insecure. For households with children, 20% responded that they struggled to get enough to eat. Without access to nutritious food, health suffers.

To help address hunger, BayCare has:

- Ensured access to reliable food sources for over 93,000 families through support/underwriting of 42 school food pantries operated by Feeding Tampa Bay across the four-county region
- Recently expanded its "Healing Bags" program, which provides a bag of nonperishable food to patients being discharged from BayCare hospitals who report food insecurity, to now include patients at select high-risk clinics in the region
- Conducted emergency food distributions for communities recovering from hurricanes

In 2025, BayCare also grew its Food Clinic program, which is designed to give clients access to healthy fruits, vegetables and proteins alongside shelf-stable foods. There were 20,917 visits to BayCare's three Food Clinics in 2025.

Overall, 16% of 2025 CHNA survey respondents in Hillsborough, Pasco, Pinellas and Polk counties identified themselves as food insecure. For households with children, 20% responded that they struggled to get enough to eat. Without access to nutritious food, health suffers.



Stanley Clark, left, receives a pack of frozen ground turkey from Sean Sussman at BayCare's Clearwater food clinic.



BayCare operates three food clinics, one each in Hillsborough, Pasco and Pinellas counties, that are designed to support health alongside hunger relief.

Food That Fuels Better Health

For years, Stanley Clark, 66, built a life around food and community. He grew up in Guam and later moved to Maui, the second largest of the Hawaiian Islands. For years, he worked as a chef in restaurants and loved his life – playing on beaches in the daytime and working around good food and friendly people at night.

In 2006, he moved to West Central Florida to be closer to his parents and sister. Life was good until he stepped on a nail and a serious infection changed the course of his life. After spending seven weeks in the hospital, he was left struggling to walk, and long days working in restaurant kitchens were no longer possible.

Stanley, who lives with his 89-year-old father, now visits a BayCare food clinic in Clearwater to access healthy groceries.

BayCare operates three food clinics, one each in Hillsborough, Pasco and Pinellas counties, that are designed to support health alongside hunger relief. Unlike traditional food pantries that rely on primarily donated items, BayCare purchases food for the food clinics with a focus on nutrition. The foods are whole grain and low in salt, sugar and fat. Fresh fruits and vegetables and frozen meats are stocked, too.

Clients are often managing health problems such as diabetes or heart disease, living on limited incomes or raising families while struggling to afford healthy food for growing children. BayCare's Community Health team or Faith Community Nurses visit the clinics to provide health screenings or answer dietary questions.



Following a successful hip replacement, Melissa Monforte worked with a physical therapist.

Free Joint Replacements Let Patients Walk Again

Chronic hip pain had gradually taken away Melissa Monforte's independence. Everyday activities such as grocery shopping, working and spending time with her grandchildren became difficult or impossible. Without health insurance, joint replacement surgery wasn't an option she thought she could afford.

Then in 2025, she heard about Operation Walk USA, a national foundation that works with local medical facilities to arrange free knee and hip joint replacements for uninsured patients who have severe joint disease.

BayCare, which has worked with Operation Walk in the past, collaborated with local free clinics to identify patients in need of joint replacement surgery. Melissa was among several local residents who received free joint replacements from BayCare. The support included surgery, all appointments, hospital services, physician services, medications, home care, medical equipment and outpatient physical therapy.

"At BayCare, we have a mission to improve the health of those that we serve," said Gina Rowland, director of BayCare's Orthopedic Institute. "This includes those facing difficult circumstances, where health care may not be easily accessible."

"I'm just super excited not to be in pain," Melissa said.

Balinda Walker sees nurse practitioner Demaris Vieira for a follow-up visit at the Judeo Christian Health Clinic.



Collaborating to Fill Care Gaps

BayCare's mission to improve the health of all we serve requires collaboration and constant effort. In today's complex and challenging health care environment, no single organization can meet every need alone. By partnering with community organizations that serve uninsured and under-resourced populations, BayCare helps ensure that care reaches people who might otherwise go without it.

BayCare's close collaboration with multiple free clinics in the region, including the St. Pete Free Clinic, the Clearwater Free Clinic, the Judeo Christian Health Clinic in Tampa and Lakeland Volunteers in Medicine in Polk County, are examples. These charitable organizations provide free health care to individuals who are uninsured and often face additional challenges such as limited transportation, food insecurity and housing instability. Because the patients face multiple barriers to getting care, the delay often results in serious and advanced illness.

When a patient needs more treatment than these clinics can provide, BayCare often steps in to provide lifesaving care. That was the case for Balinda Walker, whose lungs were slowly filling with fluid, a life-threatening lung condition discovered during a visit to Judeo Christian Health Clinic. She was referred to nearby St. Joseph's Hospital, where she received the acute care she needed at no cost.

BayCare and Judeo Christian have joined forces for years to ensure patients receive timely, lifesaving treatment, including cancer care. Many BayCare physicians, nurses and advanced practice providers volunteer their time at the region's free clinics. BayCare also funds a healthy living coach at the Judeo Christian Health Clinic to support patients who are living with diabetes and prediabetes.

"Without BayCare and St. Joseph's Hospital, we wouldn't be able to provide the level of care that we do," said Judeo Christian Executive Director Kelly Hall. "Their support in diagnostics, surgeries and specialty care allows us to serve our patients with dignity and excellence."

306 Graduates from six-week sessions with BayCare Healthy Living coaches



11,018 Healing Bags of food distributed to patients who reported food insecurity



\$10.7 million Saved by 1,831 patients that BayCare's Medication Assistance Program helped apply for programs offering free or discounted medications





The People Who Make BayCare the Best Place to Work

Although his days as a U.S. Navy hospital corpsman are behind him, St. Anthony's Hospital Nurse Manager David Hill has never lost his drive to serve others, both inside and outside the hospital.

On Tuesdays, David joins Officer Richard Targaszewski of the St. Petersburg Police Department to visit downtown parks in a 4x4 cart filled with medical supplies. He offers a health check to anyone living on the streets who requests it, greeting many by name as he checks vital signs, cleans wounds and, if needed, recommends follow-up care.

David embodies BayCare's mission of improving the health of all we serve. Following 10 years in the Navy, including during Operation Desert Storm, he began at BayCare as a phlebotomist and lab tech assistant. Over three decades, he advanced through BayCare's Earn As You Learn programs, earning his nursing degree and later a master's degree in nursing supported by BayCare's tuition assistance. He became the first registered nurse (RN) to work in St. Anthony's Hospital's Interventional Radiology department and served as a charge nurse on a renal unit that later became a COVID-19 unit. He currently manages the Medical-Surgical Telemetry Observation Unit 1 at St. Anthony's Hospital.

In 2025, David and Christina Martinez, an advanced nursing professional development practitioner, were featured on Lifetime TV's "Military Makeover: Operation Career." Friends across the country reached out when they recognized him, but around St. Anthony's Hospital, he's already known – whether in his black cowboy hat and sunglasses or his white lab coat – for stepping in wherever he is needed.

"It doesn't matter about a person's color, their race, their creed, their culture, their background. We're here for everyone, and that's what BayCare is," said David. "I've walked these halls for 36 years, and every day when I come to work, I still have a smile."

David is one of more than 1,000 veterans and active military team members who continue their commitment to service and grow their careers at BayCare.

"All veterans bring incredible strengths. They're accountable, they're resilient, they have immense courage," said BayCare President and CEO Stephanie Connors. "They bring the best of who they are, and that's important when you're dealing with saving lives every single day."



10,266

BayCare employs more than 10,000 nurses, nurse educators and RN advanced practice providers



National Recognition for Nurse Well-Being

BayCare's nurses are more than 10,000 strong and make up nearly one-third of the workforce. In partnership with national experts, BayCare was selected as one of only four health systems in the country to pilot *Nurse Well-Being: Building Peer and Leadership Support*, which includes the Stress First Aid program for first responders.

The results from the pilot were significant:

- One-third reduction in nurse burnout
- Zero turnover for first-year RN hires
- Improved resilience and peer support

In 2025, BayCare expanded the program to all 16 acute-care hospitals.

"The Nurse Well-Being program shines a light on ways we can help our nurses build resilience, navigate workplace challenges and develop strategies to maintain their well-being," said Trish Shucoski, DNP, MSN, RN, NEA-BC, BayCare's chief nurse executive. "By fostering a supportive environment, we're not only enhancing the health of our nurses but also improving patient care outcomes."

That same year, BayCare became Florida's first and only health system to be awarded the new Well-Being Excellence™ designation from the American Nurses Credentialing Center, which recognizes organizations that demonstrate exceptional support for safety, growth and workplace culture.

BayCare also received the Florida Nurses Association's Promoting Environment for Excellence in Nursing Practice Icon Award, recognizing the impact of its nurse-led initiatives such as Professional Practice Councils and Voices of Extraordinary Care, which empower nurses to shape practice and culture.



BayCare Invests in Its Team Members

\$269 million 
Medical insurance

\$272 million 
Retirement savings

\$234 million 
Paid time off

\$18 million 
Income protection

\$77 million 
Development and education assistance

\$57 million 
Rewards and recognitions

2025 Workplace Awards



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- PEOPLE® Companies that Care list – Ranked 17th in the U.S.
- USA Today Top Workplaces – Ranked 30th in the U.S.
- Fortune Best Workplaces in Health Care™ – Ranked 22nd in the U.S.
- Health Care Top Workplaces – Ranked 17th in the U.S.
- Tampa Bay Times Top Workplaces – 11th year in a row

Top Workplaces National Culture Excellence awards:

- Woman-Led
- Innovation
- Employee Well-Being
- Work-Life Flexibility
- Professional Development
- Leadership
- Employee Appreciation
- Purpose and Values

2025 BayCare Team by the Numbers

 **1,278**
Employed physicians

 **1,218**
Employed physicians providing patient care

 **7,228**
Physicians and allied health professionals credentialed at BayCare

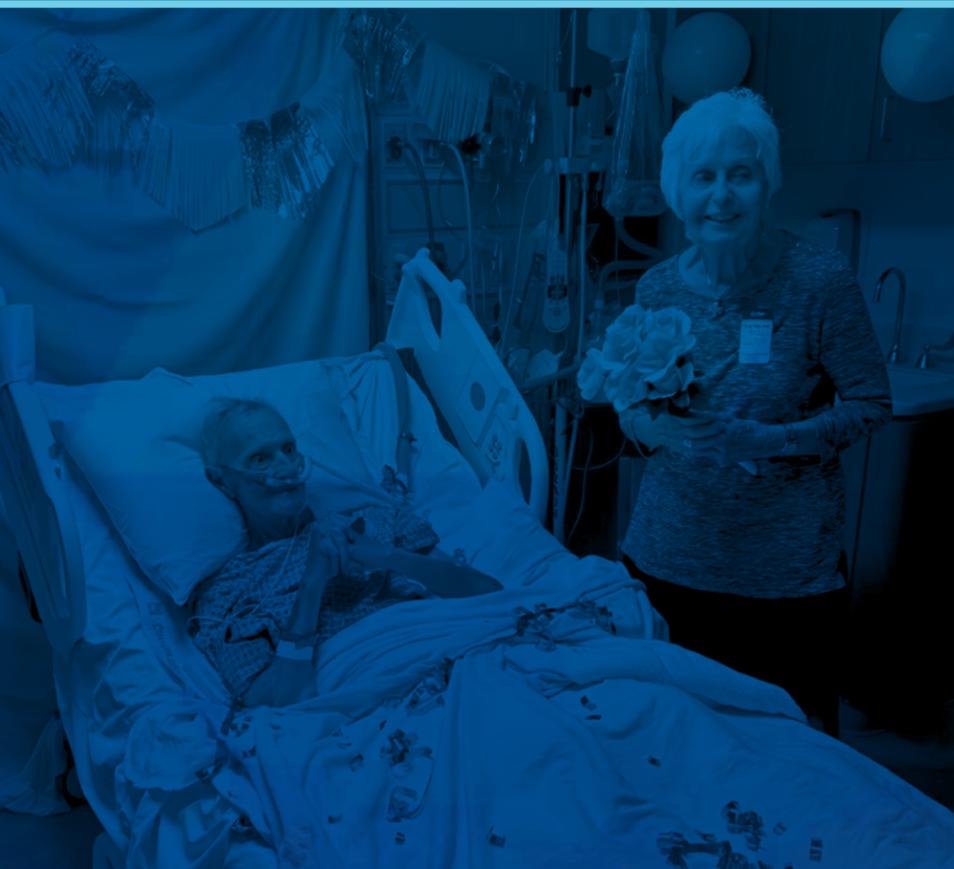
 **2,018**
Physicians and allied health professionals employed by BayCare

 **33,669**
BayCare team members



Every day, BayCare and its team members live the organization's values of trust, respect, dignity, responsibility and excellence. Here are a few examples of their caring from 2025.

Being BayCare





BayCare Behavioral Health Director of Clinical Operations Tracey Kaly speaks at a press conference held by Florida Attorney General James Uthmeier to discuss "Operation Home for the Holidays."

BayCare Lends Expertise Across Florida in Child Recovery Operations

For the third time in two years, BayCare joined forces with the U.S. Marshals Service to support endangered youth who were recovered during human trafficking special operations. Operation Seminole Saber, Operation Dragon Eye and Operation Home for the Holidays recovered 144 endangered children and teens in Tampa Bay who were deemed to be at risk for violence and sexual exploitation.

They were brought to a secure Recovery Hub managed by BayCare, where clinical team members specifically trained in trauma-informed care provided services in a safe and consenting environment. Designed for comfort, the Hub was equipped with calming decorations, blankets, clean clothes, personal items and, in Operation Home for the Holidays, Polar, a 2-year-old Labrador retriever specifically trained to provide emotional support to children.

As the health care system most experienced in supporting these human trafficking special operations, BayCare is now lending its expertise to other hospital systems joining the effort.

"BayCare played a leading role in establishing the Recovery Hubs," said Mario Price, deputy U.S. Marshal for the Middle District of Florida. "They led a multidisciplinary effort by not only providing space, but a lot of expertise, to make sure that our partner health care organizations were well established and had the confidence to successfully assist with the operation. It's a testament to BayCare's leadership."

"Now that our procedures have been stress tested and refined, we're honored to share what we've learned with others so that they can develop their own strategies to undertake this important work," said Tracey Kaly, director of clinical operations for BayCare Behavioral Health.

Together with the U.S. Marshals Service, BayCare created a new standardized model of care that's being replicated at agencies across Florida and nationally.

As the health care system most experienced in supporting these human trafficking special operations, BayCare is now lending its expertise to other hospital systems joining the effort.

Hospital Team Rallies to Provide a Patient's Final Wish

While 89-year-old Anthony Fabrizio was a patient on Mease Countryside Hospital's Shaffer 3 cardiac unit, he often shared stories with his nurses, Alana Mahoney and Amanda Taylor, including stories about his love for his childhood friend Nancy, with whom he had reconnected after his wife's passing.

"Anthony had expressed to us a final wish to marry Nancy before his passing," said Alana. From his hospital bed, Anthony proposed to Nancy, and after she accepted, she asked Anthony's pastor to bless their union. Alana and Amanda, along with Chaplain Alex Limberator, rallied to make his wish a reality. They transformed Anthony's hospital room with garland, candles, balloons, rose petals and a handmade "Congratulations Tony & Nancy" banner. Nancy arrived holding a bouquet in one hand, and soon, Anthony's hand in the other. Team members from across the unit gathered to witness the blessing, offering their presence during what Anthony had described as the final chapter of his life. The next day, the team printed photos from the ceremony so he could remember the joy of the moment.

A few days later, Anthony was discharged to hospice care.

"This story highlights a truly special moment made possible through the dedication and compassion of our team," said Michele Kramer, interim nurse manager of Shaffer 3B. "Alana and Alex were especially instrumental in bringing this experience to life, investing their time and hearts to ensure it happened."



BayCare Medication Assistance Program Reduces Major Barrier to Care

Tony Gregory says BayCare saved his life twice. The first time was when he suffered a bilateral pulmonary embolism, a deep-vein blood clot that broke off and traveled to his lungs. The second time was after losing his job and health insurance and therefore access to the daily blood-thinning medication, Xarelto, that had prevented blood clots from happening again. Tony's primary care physician referred him to BayCare's Medication Assistance Program (MAP), a dynamic, six-member team that helps patients apply for programs that may be able to help them with the cost of their medications.

MAP pharmacist Marissa Rogoff answered Tony's call and helped him apply for a manufacturer's assistance program. When he was initially denied based on an error, Marissa guided him through an appeal, and while he waited, she found a free one-month supply so he wouldn't have to go without in the interim. "The words 'no' and 'impossible' just aren't in her vocabulary," Tony wrote. "Through Marissa's dogged determination and diligence, I'm covered until I'm working again. I just can't thank her enough for the help."

"The story sums up Marissa and her approach to her patients," said Marissa's manager, Ann Lumia. "She's relentless."

But Marissa credits the entire team's can-do approach. "What I did to help Tony, our team does on a daily basis," she said. "Patients do get very stressed, and we want this to be one thing they don't have to worry about."

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Therapy Pets Offer Respite During Stressful Times

BayCare team members Millie, Lily and Bentley have charmed more friends and brought out more smiles than most people will in a lifetime. They freely cross the usual boundaries of personal space and have been known to make themselves comfortable in a patient's bed.

Even the busiest of team members will drop what they're doing to offer greetings to BayCare's four-legged therapy animals when they arrive. In 2025, 115 pets regularly visited BayCare facilities to bring joy and comfort to patients and team members.

Lily is a female 2½-year-old golden retriever who joined St. Joseph's Hospital-North as in-house, facility pet therapy dog in 2025. She works five days a week, eight hours a day, bringing love, companionship and joy to patients, visitors, medical staff and team members. She's part of the hospital's pet therapy team that includes eight other dogs, but those eight usually visit the hospital only once a week for two hours.

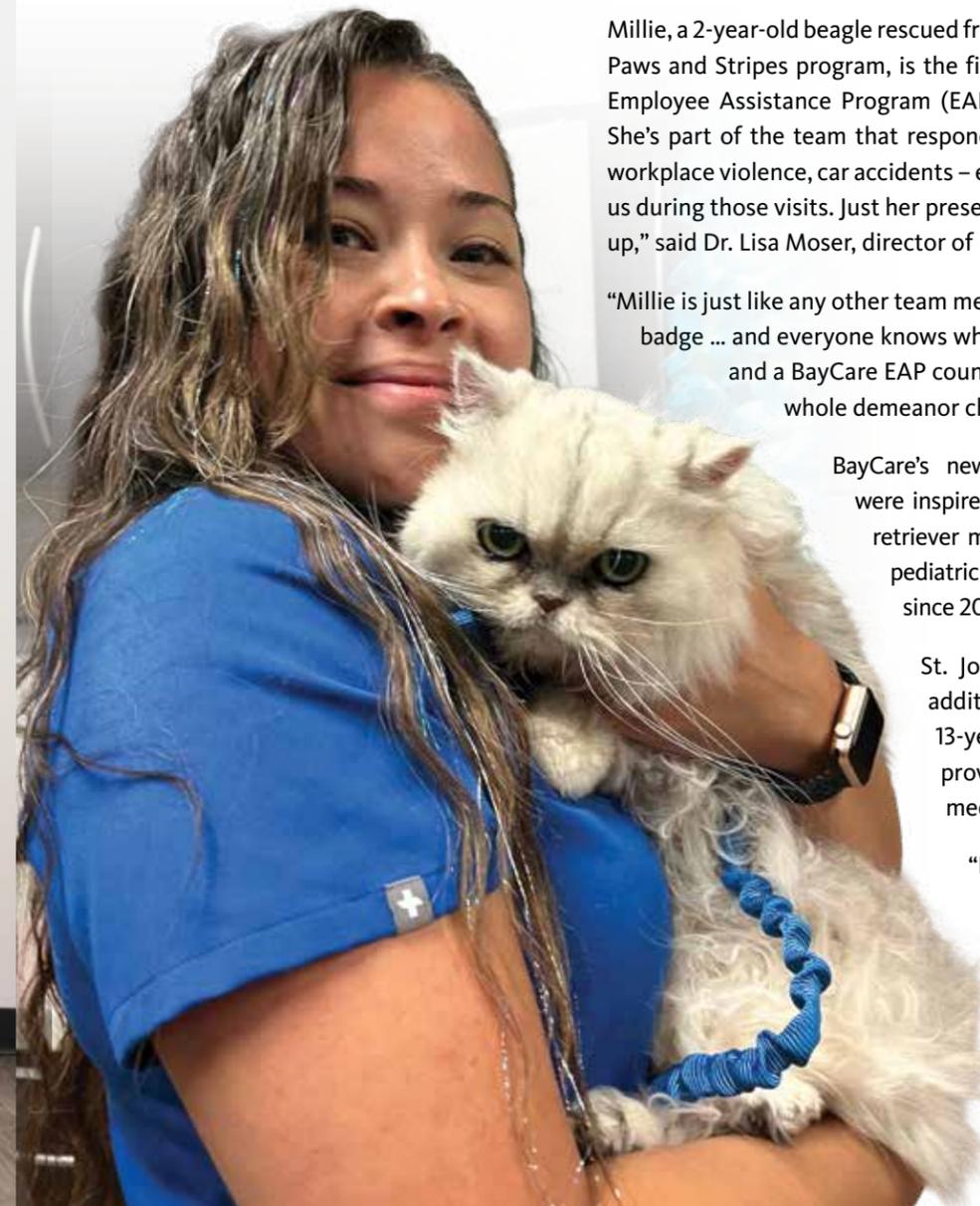
Millie, a 2-year-old beagle rescued from Hurricane Milton and trained through the Paws and Stripes program, is the first-ever therapy dog dedicated to BayCare's Employee Assistance Program (EAP). She's more than a comforting presence. She's part of the team that responds to a variety of critical incidents – losses, workplace violence, car accidents – even community trauma. "Millie accompanies us during those visits. Just her presence helps people connect, feel safe and open up," said Dr. Lisa Moser, director of BayCare's EAP.

"Millie is just like any other team member. She has a calendar, an email address, a badge ... and everyone knows who she is," said Jennifer Stitik, Millie's handler and a BayCare EAP counselor. "When team members see Millie, their whole demeanor changes."

BayCare's newest full-time pet therapy team members were inspired by Revere, a beloved male Labrador/golden retriever mix, who has been a facility dog working with pediatric patients at St. Joseph's Children's Hospital since 2023.

St. Joseph's Hospital-South also has a first-time addition to its pet therapy program. Bentley, a 13-year-old Chinchilla Persian male cat, began providing pet therapy to patients, visitors, medical staff, team members and others in 2025.

"He's a sweet cat, loves attention, loves to get petted, he's got dog-like qualities," said Kathy Hofstad, Bentley's handler and owner. "He's just a 'chill cat' and that makes him a very good therapy pet."





Most BayCare hospitals have a clothes closet. It's just one of the ways BayCare helps patients in need who are leaving the hospital. Another is providing Healing Bags of nonperishable food to patients who are food insecure.

New 'Threads' for Discharged Patients

A clothes closet operated for years at St. Anthony's Hospital in St. Petersburg has a new name, Threads for Care, but its purpose remains the same: to help patients whose clothing may have been discarded while they were hospitalized because it was in disrepair or no longer the right size.

The closet used to be filled with gently used clothing donated by team members, physicians, volunteers and the community. "We certainly appreciated the donations. But some of the clothes weren't always suitable for patients," said Linda Pondexter-Gidron, volunteer resources manager at St. Anthony's. So, she and her manager, Heather Rutkowski, BayCare West Region director of volunteer resources and guest services, came up with an idea for a closet makeover.

"We felt that we could offer new clothing that included basic essential needs like shirts and tops and elastic pants and leggings," Linda said. "What we provide would be uniform and it would help our patients to be discharged with dignity."

Threads for Care also provides underwear, socks and flip-flops to patients as they're discharged. Most BayCare hospitals have a clothes closet. It's just one of the ways BayCare helps patients in need who are leaving the hospital. Another is providing Healing Bags of nonperishable food to patients who are food insecure.

When the decision was made to purchase clothing for the closet at St. Anthony's, Linda reached out to the St. Anthony's Hospital Foundation for funding and received a \$5,000 grant. A veteran couponer, Linda is using her money-saving skills to stretch the funds to benefit as many patients as possible.

"Giving our clothes closet a makeover was a special project for me," Linda said. "I wanted to do something special to help our less fortunate patients."

Linda Pondexter-Gidron, left, sorts clothing with Heather Rutkowski.



Diane Rauch Camp Nurse Jr. Evolves

When students can gown-up in a real operating room, view a pig's heart or perform CPR on infant mannequins, it's not your everyday summer camp, but those are just a few of the experiences students enjoyed at Diane Rauch Camp Nurse Jr. in 2025.

Each year, more than 100 BayCare team members take time to teach students about health care careers through interactive presentations ranging from basic life support to respiratory therapy to virtual reality simulations.

"We start planning the camp in January," said Jaelyn Eklund, program director. "Team members have fun with it. They want to interact with the kids."

Offered since 2008 at Mease Dunedin Hospital for local students entering the 7th and 8th grades, the camp has evolved from a focus on the nursing profession to one that is broader and exposes students to a wider range of fields related to health care. Today, camp alumni who are BayCare team members return to inspire the students as they were once inspired.

"We're really just hoping to spark their interest and give them a chance to explore the many different areas of nursing and health care," Jaelyn added. "The students are so bright and curious. It's impressive how much they already know at this age!"

Financial Highlights

Our Resources	2025	2024
Acute Care	\$ 5.74 billion	\$ 5.18 billion
Physician Services	629 million	533 million
Ambulatory Services	479 million	437 million
Health Plan and All Other	129 million	116 million
Nonoperating Income Primarily From Investing Activities	355 million	282 million
Total Resources	\$ 7.33 billion	\$ 6.55 billion

How Our Resources Were Used

Salaries/Benefits to Our Team Members	\$ 3.19 billion	\$3.01 billion
Medical Supplies	1.12 billion	1.04 billion
Other Supplies and Services	1.18 billion	1.04 billion
Contracted Physician Services	272 million	233 million
Financing Costs	121 million	95 million
Funding for Replacement Capital	295 million	274 million
Funding for Future Community Health Care Needs, Technology, New Programs, Facilities	1.15 billion	861 million
Total Resources Used	\$7.33 billion	6.55 billion

Nonoperating income is calculated using a “normalized approach” by applying a 5% return on the ending cash and investment balances each year.

BayCare Leaders

Chief Executive Officer (CEO)

Stephanie Conners
President/CEO

CEO Cabinet

Lynnette Clinton
Chief Information Officer

Nikki Daily
Chief Team Resources Officer

Keri Eisenbeis
Chief of Staff/Chief Communications and Marketing Officer

Louis Galdieri
Chief Administrative Officer

Kimberly Guy
Chief Operating Officer

Todd Jones
Chief Strategy/Ambulatory Services Officer

Janice Polo
Chief Financial Officer

Patricia Shucoski
Chief Nurse Executive

Jennifer Touse
Chief Legal Officer

Sowmya Viswanathan, MD
Chief Physician Executive

System Support

Craig Anderson
VP, Innovation

Shawn Armstrong
VP, COO, Value-Based Care and President, BayCare Select

Ronald Beamon
VP, Chief Financial Officer, BayCare Hospital Division

Kris Betts
VP, Team Member Relations

Angel Brown
VP, Talent and Inclusion

Patrick Brown
VP, Chief Medical Information Officer

Robert Carvajal
VP, Chief Information Security Officer

Ronald Colaguori
VP, Chief Supply Chain Officer

Bob Costello
VP, Strategic Planning

John W. Davis
VP, Managed Care

Jeffrey Durham
VP, Audit Services and Corporate Responsibility

Jojo Dyachim
VP, Mission and Ethics

Deirdre Franzese
VP, System Financial Shared Services

Nicole Gitney
VP, Chief Nursing Informatics Officer

Breanda Goralski
VP, Applications

Lynda Gorken
VP, Patient Financial Services

James Haislip
VP, Strategic Finance and Analysis

Chase Hall
VP, Care Continuity and Business Development

Marc Hallee
VP, Total Rewards

Joni James
VP, System Communications

Philip Karp
VP, Infrastructure and Chief Technology Officer

John Loetscher
VP, Facilities Construction and Physical Security

Danielle Mauck
VP, Research and Sponsored Programs

Jennifer King McVan
VP, Physician Affairs

Kriel Ramcharitar, MD
VP, Chief Medical Officer – Value-Based Care

Kate Sawa
Chief Philanthropy Officer

Ann Marie Swindler
VP, Risk Management

Carl Tremonti
VP, Chief Financial Officer, BMG/Ambulatory

Kristy Croom Tucker
VP, System Marketing

Operations

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VP, BayCare HomeCare and Post Acute Services

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VP, Ambulatory Services and Chief Medical Officer

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President, SJHN

Patrick Downes
President, SJHS

Kelly Enriquez
President, Mease Hospitals

Thomas Garthwaite
President, WHH and WHWH

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Karen Kerr
President, BRMC and SFBH

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VP, Laboratory

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VP, Chief Pharmacy Officer

Brandon May
President, MPNBH

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VP, Patient Services, Chief Nursing Officer – East

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President, SJH

Jacqueline Munro
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President, MPH

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VP, Chief Operating Officer, BMG

Gail Ryder
VP, Behavioral Health

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

Scott Smith
President, SAH

Susan Torti
VP, Perioperative Services

Kristen Vogl
VP, Clinical Institutes

Nanette Wilcox
President, BayCare Hospital Wesley Chapel

Physician Executives

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VP, Chief Medical Officer, SJH and SJHS

Mahesh Amin, MD
VP, Chief Medical Officer, Service Lines

Laura Arline, MD
VP, Chief Quality Officer

Arif Asif, MD
VP, Chief Medical Officer, BRMC, SFBH and WHH

John Haffner, MD
VP, Chief Medical Officer, SAH

Robert Kopec, MD
VP, Chief Medical Officer, MPH

Timothy Liesching, MD
VP, Chief Medical Officer, BMG

Anand Nayee, MD
VP, Chief Medical Officer, BHWC and SJHN

Megan Tirone, MD
VP, Chief Medical Officer, SJWH and WHWH

Ruvan Wickramasinghe, MD
VP, Chief Medical Officer, Mease Hospitals

Reflects BayCare leadership as of March 30, 2026

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. Go to BayCare.org.

Want to learn more about our community involvement?

Go to BayCareCommunityBenefit.org.

Keep up with BayCare news all year.

Go to BayCare.org/Newsroom.



BayCare.org

For more information: [BayCare.org/Annual-Report](https://www.baycare.org/Annual-Report)

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