IMPROVING THE HEALTH OF ALL WE SERVE

2018 Report to the Community

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

**BayCare’s Mission**
*Clearly States Why We Exist*
We will improve the health of all we serve through community-owned services that set the standard for high-quality, compassionate care.

**BayCare’s Vision**
*Describes What We Are Working Toward for the Next Three to Five Years*
BayCare is an extraordinary team leading the way to high-quality care and personalized, customer-centered health.

**BayCare Values**
*Describe How We Treat People, Both Inside and Outside the Organization*
The Values of BayCare are trust, respect, dignity, and reflect our responsibility to achieve health care excellence for our communities.
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Board of Trustees

Officers
V. Raymond Ferrara  
Chairman
Eric Obeck  
Vice Chair
Ed Armstrong  
Secretary/Treasurer
Tom Whidden  
Immediate Past Chair

Members
Marion Albanese
Alan Bomstein
Jim Cantonis
John Capasso
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Tracy Halme, MD
Tommy Inzina
Jon Jennewein
Vic Krauze
Gay Lancaster
Susan Latvala
Michael G. Mikurak
Dewey Mitchell
D. William “Bill” Morrow
Charles Osterholt
Sr. Patricia Shirley, OSF
Michael Williamson, MD
Dear Community Members and Friends,

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

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

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

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

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

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

Sincerely,

Tommy Inzina
President/CEO

V. Raymond Ferrara
Board Chairman

For more information, go to BayCare.org/AnnualReport.
2018: BY THE NUMBERS

$462 million¹ Community Benefit

28,400 Team Members

$4.2 billion Operating Revenue

5,410 Physicians and Medical Professionals (PAs, ARNPs, CRNAs, etc.)

13 Imaging Facilities

3,459 Beds

20 Walk-In Care Stations Inside Publix Stores

81,688 Outpatient Surgeries

888,590 Home Care Visits

4 Surgery Centers

3,000 Volunteers

578 Employed Physicians

15 Hospitals

16 Urgent Care Centers

178,904 Patients Discharged from Our Hospitals

706,282 Emergency Room Visits

14,971 Babies Born at Our Hospitals

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

²Includes PRN

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

⁴Includes employed, credentialed and community-based physicians, and medical professionals (PAs, ARNPs, CRNAs, etc.)
BayCare is a leading, not-for-profit health care system that connects individuals and families to a wide range of services at 15 hospitals and hundreds of other convenient locations throughout the Tampa Bay and west central Florida regions. BayCare also is one of the largest private employers in the area with 28,400 team members (employees).

Our Network
BayCare Behavioral Health
BayCare HomeCare
BayCare Laboratories
BayCare Medical Group
BayCare Outpatient Imaging
BayCare Surgery Centers
BayCare Urgent Care
Bartow Regional Medical Center
Founded 1925 | 72 beds
BayCare Alliant Hospital
Founded 2008 | 48 beds
Mease Countryside Hospital
Founded 1985 | 311 beds
Mease Dunedin Hospital
Founded 1937 | 120 beds
Morton Plant Hospital
Founded 1916 | 613 beds
Morton Plant North Bay Hospital
Founded 1965 | 150 beds
St. Anthony’s Hospital
Founded 1931 | 393 beds
St. Joseph’s Hospital
Founded 1934 | 465 beds
St. Joseph’s Children’s Hospital
Founded 1990 | 207 beds
St. Joseph’s Women’s Hospital
Founded 1976 | 108 beds
St. Joseph’s Hospital-North
Founded 2010 | 108 beds
St. Joseph’s Hospital-South
Founded 2015 | 114 beds
South Florida Baptist Hospital
Founded 1953 | 147 beds
Winter Haven Hospital
Founded 1926 | 458 beds
Winter Haven Women’s Hospital
Founded 1987 | 61 beds

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

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

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

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

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

BayCare ranks No. 65 on the FORTUNE “100 Best Companies to Work For™” list.

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

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

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

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

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

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

Morton Plant North Bay Hospital completes the expansion of its emergency department, increasing from 18 to 28 beds and adding 15 observation beds.
The federal government recognizes BayCare Physician Partners as one of the top performing accountable care organizations (ACO) in the country, generating a savings of $35 million for Medicare over three years.

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

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

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

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

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

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

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

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

### Our Resources

<table>
<thead>
<tr>
<th>Service</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute Care, Behavioral Health and Rehab Services</td>
<td>$3.49 billion</td>
<td>$3.3 billion</td>
</tr>
<tr>
<td>Physician Services</td>
<td>294 million</td>
<td>257 million</td>
</tr>
<tr>
<td>Ambulatory Services</td>
<td>340 million</td>
<td>314 million</td>
</tr>
<tr>
<td>All Other Services</td>
<td>30 million</td>
<td>56 million</td>
</tr>
<tr>
<td>Non-Operating Income (Loss)</td>
<td>(128 million)</td>
<td>461 million</td>
</tr>
</tbody>
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Primarily from Investing Activities

**Total Resources**

<table>
<thead>
<tr>
<th>2018</th>
<th>2017</th>
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<tbody>
<tr>
<td>$4.03 billion</td>
<td>$4.39 billion</td>
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</tbody>
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### How Our Resources Were Used

<table>
<thead>
<tr>
<th>Expense</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits to Our Team Members</td>
<td>$2.09 billion</td>
<td>$1.97 billion</td>
</tr>
<tr>
<td>Medical Supplies</td>
<td>703 million</td>
<td>655 million</td>
</tr>
<tr>
<td>Other Supplies and Services</td>
<td>659 million</td>
<td>623 million</td>
</tr>
<tr>
<td>Contracted Physician Services</td>
<td>98 million</td>
<td>86 million</td>
</tr>
<tr>
<td>Financial Costs</td>
<td>71 million</td>
<td>60 million</td>
</tr>
<tr>
<td>Funding for Replacement Capital</td>
<td>219 million</td>
<td>208 million</td>
</tr>
<tr>
<td>Business Acquisitions</td>
<td></td>
<td>90 million</td>
</tr>
<tr>
<td>Funding for Future Community Health Care</td>
<td>188 million</td>
<td>696 million</td>
</tr>
</tbody>
</table>

Needs, Technology, New Programs and Facilities

**Total Resources**

<table>
<thead>
<tr>
<th>2018</th>
<th>2017</th>
</tr>
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<tbody>
<tr>
<td>$4.03 billion</td>
<td>$4.39 billion</td>
</tr>
</tbody>
</table>
When BayCare’s leaders and community-based Board of Trustees approved the Vision statement in 2016, they also set specific goals and metrics around making it a reality. Since then, the health system has been busy working the plan.

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

BayCare’s Vision: “BayCare is an extraordinary team leading the way to high-quality care and personalized, customer-centered health.”

Extraordinary Team
The first part of BayCare’s Vision statement reads: “BayCare is an extraordinary team …”

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

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

BayCare earned an overall Physician Engagement score in the 90th percentile in 2018, putting its score in the top decile, or top 10 percent, in the country. With the evolving landscape of health care, the ability to build strong physician engagement is pivotal to achieving our goals.
High-Quality Care
The second part of our Vision statement mentions “… leading the way to high-quality care …”

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

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

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

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

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

In 2018, BayCare achieved a Truven composite score of 622.
Personalized, Customer-Centered Health
The third part of BayCare’s Vision statement reads: “… and personalized, customer-centered health.”

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

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

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

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

DID YOU KNOW?
BayCare HomeCare’s eWound Care Program uses telehealth (virtual) technology to manage complex wounds for homebound patients. The program continued to expand in 2018 and delivered over 2,100 virtual wound visits.
In the aftermath of Hurricane Michael in October 2018, BayCare’s Behavioral Health team deployed disaster survivor case management and clinical care teams for special needs residents displaced by the storm.
When BayCare was founded in 1997, one of the main goals was to create a health system with the financial and organizational strength to ensure high-quality health care for everyone in the community—not just those with personal wealth or a good health insurance policy, but also people who lacked resources to buy insurance or pay for their care. That belief in equal access to high-quality care, regardless of the ability to pay, is woven into BayCare’s DNA as a community-owned, not-for-profit health system.

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

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

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

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

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

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

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

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

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

Timmetra

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

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

DID YOU KNOW?

BayCare provides a full-time registered nurse to care for homeless residents of Pinellas Hope, which is operated by Catholic Charities, and the patients in the BayCare Medical Respite program there.
Timmetra. She previously had to use the public transportation system in order to see a pediatrician an hour away, loaded down with her 3-year-old and 8-month-old sons, a bulky double stroller and a diaper bag.

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

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

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

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

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

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

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

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

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

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

BayCare’s launch of an insurance strategy is one step in the evolution from the health care industry’s current fee-for-service model to population health. As the area’s leading not-for-profit health system, BayCare is in a great position to meet the demands of keeping an entire population healthy by aligning insurance, or payment, with delivery of care.
One of our strategic goals at BayCare is to have the happiest and most engaged workforce in health care. In 2018, we made great strides toward this goal, and we continue to head in the right direction.

In 2018:

- BayCare was named 65th on the 2018 FORTUNE 100 Best Companies to Work For list, which was based on survey responses in 2017 from more than 310,000 employees rating their workplace cultures on 50-plus elements. These elements include trust in managers, compensation, fairness, pride, camaraderie and workplace traits linked to innovation.
- Great Place to Work and FORTUNE named BayCare one of the Best Workplaces for Women, Diversity and Best Workplaces in Health Care—nationally!
- For four years in a row, BayCare also was recognized as a Top Workplace in the Tampa Bay area by the Tampa Bay Times.
- BayCare was named in the Top 150 Great Places to Work in Healthcare by Becker’s Hospital Review, earned the Florida Hospital Association’s Celebration of Service Award for Best Hospital Workplace, and was recognized by the statewide program Vocational Rehabilitation (VR) as an outstanding employer in the state for hiring persons with disabilities and for helping them achieve independence.
- BayCare ranked 38th on Training magazine’s “Training Top 125” list, and the National Center for Healthcare Leadership (NCHL) named BayCare as one of the 10 leading “BOLD” health care organizations nationally—Best Organizations for Leadership Development.
Since BayCare was founded in 1997, we have been fortunate to enjoy strong support from community members, who feel a personal attachment and a strong sense of ownership toward the health system.

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

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

In 2018, more than 3,000 volunteers worked tirelessly at our hospitals. We also are fortunate to have strong support from our hospital foundations:

- Morton Plant Mease Health Care Foundation
- St. Anthony’s Hospital Foundation
- St. Joseph’s Children’s Hospital Foundation
- St. Joseph’s Hospitals Foundation
- South Florida Baptist Hospital Foundation
- Winter Haven Hospital Foundation

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

On behalf of BayCare and our Board of Trustees, we thank the community for its continued support. You are as much a part of BayCare as we are.
2018 Leadership

Chief Executive Officer
Tommy Inzina
President/CEO

System Support
Janice Polo
EVP, Chief Financial Officer
Kyle Barr
SVP, Chief Team Resources Officer
Scott Kizer
SVP, Chief Legal Officer
Edward Rafalski
SVP, Chief Strategy and Marketing Officer
Teri Sholder
SVP, Chief Quality Officer
Tim Thompson
SVP, Chief Information Officer
Ronald Beamon
VP, Chief Financial Officer, Hospital Division
Lynnette Clinton
VP, Applications
Ronald Colaguori
VP, Supply Chain and Hospital Operations Support
Jeffrey Durham
VP, Audit Services and Corporate Responsibility

Operations
Keri Eisenbeis
VP, Government and Community Relations
Donna Ghobadi
VP, Managed Care
Lynda Gorken
VP, Patient Financial Services
Scott Harding
VP, Facilities and Construction
Thien Lam
VP, Chief Information Security Officer
David Rood
VP, Finance, System Office
Carl Tremonti
VP, Chief Financial Officer, BMG/Ambulatory
Lisa Johnson
SVP, Chief Nursing Officer
Karen Kerr
President, SFBH
Paula McGuiness
President, SJHN
Philip Minden
President, BRMC
Sarah Naumowich
President, MPNB
Matthew Novak
President, MCH, MDH
Stephen Nierman
President, WHH
Scott Smith
President, SAH
Ethan Chernin
VP, Chief Operating Officer, BPP
Thomas Doria
VP, Patient Services, Chief Nursing Officer – West
Victor Hruszczyszk
VP, Laboratory
Todd Jones
VP, Ambulatory

Carol Koeppel-Olsen
VP, Patient Services, Chief Nursing Officer – Polk
Michael Magee
VP, Pharmacy
Joanne Mayers
VP, Patient Services, Chief Nursing Officer – East
Arlene McGannon
VP, Mission, SJF
Kathryn McGuire
VP, HomeCare
Sr. Mary McNally
VP, Mission, SAH
Jacqueline Munro
VP, Nursing Systems and Resources
Scott Patterson
VP, Chief Technology Officer
Gail Ryder
VP, Behavioral Health
Donna St. Louis
VP, Business Development

Physician Executives
Nishant Anand, MD
EVP, Chief Medical Officer
Dana Kellis, MD
SVP, Chief Medical Officer, Hospital Division

Andrew Fink, MD
SVP, President, BMG
Bruce Flareau, MD
President, Physician Leadership Institute
Sandra Brooks, MD
VP, Chief Medical Officer, SJWH and SJCH
Jeffrey Held, MD
VP, Chief Medical Officer, Ambulatory Services
Gregory Hindahl, DO
VP, Chief Medical Information Officer
Jeffery Jensen, DO
VP, Chief Medical Officer, MPH
Patrick Lytle, DO
VP, Clinical Excellence
James McClintic, MD
VP, Chief Medical Officer, SAH
Anthony Schuster, MD
VP, Chief Medical Officer, Mease Hospitals
Mark Vaaler, MD
VP, Chief Medical Officer, MJH
Alan Weiss, MD
VP, Chief Medical Information Officer
“It’s so rewarding to see all that we do for our community. Whether you’re in our corporate offices, hospitals, urgent care centers or doctors’ offices, everyone truly cares and treats each other with respect and kindness. It would be impossible not to be proud of our company.”

~ 2018 Trust Index Survey Team Member