BayCare's Board of Trustees, comprised of more than 20 established, well-respected members of our community, is entrusted to support the Mission, Vision, Values and strategic plan of our organization. The board helps ensure quality, growth, financial performance and strategic directives while also strengthening our community involvement.

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Gay Lancaster  
Susan Latvala  
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D. William “Bill” Morrow  
Jorge Navas, MD  
Sr. Patricia Shirley, OSF
Mission, Vision, Values

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

Mission
We will improve the health of all we serve through community-owned services that set the standard for high-quality, compassionate care.

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

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

Table of Contents

2019: By The Numbers .................................................................2

From Our President/CEO and Board Chairman .........................3

About Us .......................................................................................4

> Our Network ............................................................................4

BayCare as a Health Care Provider ...........................................5

> Spotlight: Carsell and Lisa Armstrong .................................7

BayCare as an Employer ...............................................................8

> Spotlight: Team Member Angel Brown ...............................10

BayCare as a Community Partner ..............................................11

> Spotlight: Learning the Community's Needs .....................12

Financial Highlights ..................................................................13

2019 Highlights ........................................................................14

2019 Leadership ........................................................................16
2019: By the Numbers

$461 Million¹
Community Benefit

29,045
Team Members

5,218
Physicians and Medical Professionals (PAs, ARNPs, CRNAs)

$4.4 Billion
Operating Revenue

12
Outpatient Imaging Facilities

3,482²
Beds

33
Walk-In Care Stations Inside Publix Stores

2019: By the Numbers

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

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

3 Includes PRN

4 Includes employed, credentialed and community-based physicians, and medical professionals
Dear Community Members and Friends,

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

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

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

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

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

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

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

Sincerely,

Tommy Inzina
President/CEO

Eric Obeck
Chairman, BayCare Board of Trustees
BayCare is the leading, not-for-profit health care system that connects individuals and families to a wide range of services at hundreds of locations in the Tampa Bay and West Central Florida regions.

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

Today, BayCare has grown to an integrated system with 15 hospitals—all not-for-profit and driven by the same mission: to provide high-quality, compassionate care to all we serve. BayCare is one of the largest employers in the bay area, with 29,045 team members and substantial economic impact in this area and beyond. In 2019, BayCare was ranked in the top 20 percent of large U.S. health care systems by IBM Watson Health on metrics designed to measure the health of hospital systems and the quality of care they provide.
BayCare is the largest health care system in the Tampa Bay and West Central Florida regions, operating 15 hospitals and hundreds of other facilities. We exist to serve the community’s need for high-quality care, which is why many of our hospitals are in the midst of expansions and why we provide a wide array of care options, including urgent care centers, surgery centers, behavioral health facilities, physician offices, kiosks in Publix supermarkets and an innovation in care delivery, BayCare HealthHubs.

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

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

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

BayCare made great strides on its clinical excellence goal in 2019, earning high rankings from groups that use proven metrics to measure clinical quality and patient experience. IBM Watson Health ranked BayCare in the top 20 percent of large U.S. health systems and put three BayCare hospitals—Mease Countryside, Morton Plant and St. Joseph’s—on its list of 100 Top Hospitals. St. Joseph’s Hospitals earned the top-rated five-star quality rating from the Centers for Medicare and Medicaid Services. BayCare HomeCare earned 4.8 stars, outperforming competitors.
BayCare is working on multiple fronts to improve patient care and outcomes. For example, we launched robotic ultraviolet light disinfection in rooms throughout our hospitals, empowered team members and physicians to “stop the line” if they see anything amiss, initiated a ZERO HARM campaign, introduced a new physician web portal to improve clinicians’ communication and collaboration, and addressed gaps in hospital discharge instructions to ease patients’ transitions to their homes.

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

That’s just one example of how BayCare is transforming health care. The program not only has reduced hospital readmissions, it’s brought life-changing improvements in the path to recovery for patients and their families.
For Lisa Armstrong, 7:30 a.m. was the worst time of day. By then, she and her father, Carsell Armstrong, were well into another exhausting, frustrating round of confusion and debate about his health care needs.

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

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

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

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

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

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

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

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

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

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

“It changed my mind about going on,” Carsell said. “I feel like I’m living my best life now.”
In 2016, BayCare President/CEO Tommy Inzina announced a goal for the health system: By 2021, he wanted BayCare to rank nationally in the top 20 percent of large hospital systems on measures of the quality of health care provided to patients. He knew that it would take a committed, fulfilled and happy workforce to reach that goal. BayCare’s more than 29,000 team members achieved Inzina’s goal in 2019—two years early.

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

How was all that success achieved so quickly?

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

Here for You as an Employer

Workforce Growth

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

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

**2019 Team Member Benefits**

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

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

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

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

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

“Basically, BayCare paid for my education,” Angel said.

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

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

“I feel like BayCare invested in me. It stretched me. It still stretches me,” she said, smiling. “I just feel blessed. BayCare is the greatest place to work. It’s not about the money. It’s about how you can make a great place greater.”
In the mid-1990s, leaders of several Tampa Bay not-for-profit hospitals saw challenges looming for the health care industry. They believed that rising costs, increasing government regulation and competition from for-profits would make it difficult for stand-alone, not-for-profit hospitals to survive and deliver high-quality health care to all patients, including those unable to pay for their care. These visionary leaders came together to sacrifice some of their own institutions’ autonomy and create a new not-for-profit entity, BayCare Health System, to operate all their hospitals under one umbrella.

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

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

BayCare wants its Community Benefit contributions to go where they are needed most. So, in 2019, BayCare reached out to its health care competitors and the local departments of health in the West Central Florida market with an unprecedented proposal: Let’s combine our efforts and work together to find out what the residents of our communities need the most to help them live healthier, happier lives.
Anyone who does much driving around the Tampa Bay area knows that although Pinellas, Pasco, Hillsborough and Polk counties bump up against each other, they have very different characteristics and demographics. If a health care system that serves all four counties wanted to focus its efforts on what residents need most, how would it figure out what’s needed?

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

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

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

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

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

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

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

### Our Resources

<table>
<thead>
<tr>
<th>Service</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute Care</td>
<td>$ 3.68 billion</td>
<td>$ 3.48 billion</td>
</tr>
<tr>
<td>Physician Services</td>
<td>311 million</td>
<td>284 million</td>
</tr>
<tr>
<td>Ambulatory Services</td>
<td>360 million</td>
<td>334 million</td>
</tr>
<tr>
<td>Health Plan</td>
<td>35 million</td>
<td>—</td>
</tr>
<tr>
<td>All Other Services</td>
<td>28 million</td>
<td>64 million</td>
</tr>
<tr>
<td>Non-operating Income (Loss)</td>
<td>764 million</td>
<td>(128 million)</td>
</tr>
<tr>
<td><strong>Total Resources</strong></td>
<td><strong>$ 5.18 billion</strong></td>
<td><strong>$ 4.03 billion</strong></td>
</tr>
</tbody>
</table>

### How Our Resources Were Used

<table>
<thead>
<tr>
<th>Service</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits to Our Team Members</td>
<td>$ 2.20 billion</td>
<td>$ 2.09 billion</td>
</tr>
<tr>
<td>Medical Supplies</td>
<td>769 million</td>
<td>703 million</td>
</tr>
<tr>
<td>Other Supplies and Services</td>
<td>676 million</td>
<td>659 million</td>
</tr>
<tr>
<td>Contracted Physician Services</td>
<td>108 million</td>
<td>98 million</td>
</tr>
<tr>
<td>Financing Costs</td>
<td>64 million</td>
<td>71 million</td>
</tr>
<tr>
<td>Funding for Replacement Capital</td>
<td>228 million</td>
<td>219 million</td>
</tr>
<tr>
<td>Funding for Future Community Health Care</td>
<td>1.13 billion</td>
<td>188 million</td>
</tr>
<tr>
<td>Needs, Technology, New Programs and Facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Resources</strong></td>
<td><strong>$ 5.18 billion</strong></td>
<td><strong>$ 4.03 billion</strong></td>
</tr>
</tbody>
</table>
A topping out ceremony is held for a $75 million expansion of St. Joseph’s Hospital-North in Lutz.

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

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

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

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

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

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

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

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

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

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

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

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St. Joseph’s Children’s Hospital is the first pediatric hospital in the southeast U.S. to use Surgical Theater Precision VR technology for surgical planning and patient education.
More than 500 residents and leaders from Pinellas, Hillsborough, Polk and Pasco counties meet to decide the top health needs in the region. The effort is led by BayCare and other not-for-profit health care organizations.

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

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

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

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

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

In the interest of community health, St. Joseph’s Hospital sponsors Smoke-Free Day at ZooTampa, with discounted admission and special activities for those willing to commit to a smoke-free pledge.
2019 Leadership

Chief Executive Officer
Tommy Inzina
President/CEO

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

Operations
Donna Ghobadi
 VP, Managed Care
Lynda Gorken
 VP, Patient Financial Services
Scott Harding
 VP, Facilities and Construction
Thien Lam
 VP, Chief Information Security Officer
David Rood
 VP, System Finance
Carl Tremonti
 VP, Chief Financial Officer–BMG/Ambulatory

Karen Kerr
 President, SFBH and BRMC
Brandon May
 President, MPNB
Paula McGuiness
 President, SJHN
Philip Minden
 President, SJHS
Sarah Naumowich
 President, SJWH and SJCH
Matthew Novak
 President, WHH
Scott Smith
 President, SAH
Ethan Chernin
 VP, Population Health; Chief Operating Officer–BPP
Thomas Doria
 VP, Patient Services; Chief Nursing Officer–West Region
Victor Hruszczyk
 VP, Laboratory
Todd Jones
 VP, Ambulatory Experience and Operations
Lisa Johnson
 SVP, Chief Nursing Officer
Angela Cosby
 VP, Chief Operating Officer–BMG

Michael Magee
 VP, Chief Pharmacy Officer
Colleen Walters
 VP, Mission and Ethics
Kathryn McGuire
 VP, HomeCare Experience and Operations
Sr. Mary McNally
 VP, Mission–SAH
Jacqueline Munro
 VP, Nursing Systems and Resources
Scott Patterson
 VP, Infrastructure; Chief Technology Officer
Gail Ryder
 VP, Behavioral Health
Donna St. Louis
 VP, Business Development and Sales

Physician Executives
Nishant Anand, MD
 EVP, Chief Medical Officer; President, BPP
Dana Kellis, MD
 SVP, Chief Medical Officer–Hospital Division
Andrew Fink, MD
 SVP, BayCare; President, BMG
Bruce Flareau, MD
 President, Physician Leadership Institute

Sandra Brooks, MD
 VP, Chief Medical Officer–SJWH and SJCH
Jacquelyn Cawley, DO
 VP, Chief Medical Officer–Ambulatory and Clinical Integration
Peter Charvat, MD
 VP, Chief Medical Officer–SJH
Jeffery Jensen, MD
 VP, Chief Medical Officer–MPH
Patrick Lytle, MD
 VP, Clinical Excellence
James McClintic, MD
 VP, Chief Medical Officer–SAH
Anthony Schuster, MD
 VP, Chief Medical Officer–Mease Hospitals
Mark Vaaler, MD
 VP, Chief Medical Information Officer
BayCare is community-owned.
Generous contributions from our community members allow our hospital foundations to support our work: Morton Plant Mease Health Care Foundation, St. Anthony’s Hospital Foundation, St. Joseph’s Children’s Hospital Foundation, St. Joseph’s Hospitals Foundation, South Florida Baptist Hospital Foundation and Winter Haven Hospital Foundation.

Are you a BayCare patient or customer?
Thank you for putting your trust in us. If you don’t have a health care provider, or if your health care environment isn’t what you’d like it to be, learn about the care that we provide at BayCare.org.

Would you like to be a volunteer?
In 2019, more than 2,355 volunteers worked 391,682 hours in our facilities. Visit BayCareVolunteers.org.

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