



**The Updated Economic Impacts of  
BayCare Health System on the Counties It Serves  
and on the State of Florida**

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## I. Executive Summary

- As a leading provider of wellness and health care services in Florida, BayCare Health System is a catalyst for economic development in West Central Florida, according to The Washington Economics Group, Inc. (WEG) Comprehensive Economic Impact Study.
- The economic impact and social benefits of BayCare Health System have grown significantly in Hillsborough, Pinellas, Polk and Pasco counties since WEG produced its first study in 2016. Sections II and III in the body of this Economic Impact update present and analyze in detail the increasing **qualitative** and **quantitative** economic impacts since 2016, utilizing the same methodology for comparative purposes.
- The economic benefits of BayCare go beyond the quantification of Jobs Supported, Household Income, Gross Domestic Product (GDP) and other economic impacts as detailed in this study. BayCare, as a non-profit organization dedicated to the health of the community, also produces significant qualitative impacts on the whole society in West Central Florida and the State. Among these qualitative benefits, also known as “externality benefits” or social impacts are:
  - BayCare’s operations support and strengthen economic development efforts by Florida and the counties serviced to expand sectors that are innovation-driven, high-wage and high-skilled.
  - BayCare’s nationally recognized excellence in health care service, operations and as an employer, contributes to the region’s corporate culture and reputation as it seeks to recruit other high-wage and high-skilled industries to West Central Florida.
  - BayCare’s reputation for quality health care supports Florida’s longstanding attraction as a quality destination for relocation and retirement residency.
  - BayCare is a committed civic partner that, through long-established and extraordinary community benefit and engagement practices, provides significant health services to the underserved, thereby reducing burdens on the public sector to provide for more costly hospital stays.
- In addition to growing qualitative impacts, BayCare’s increasing operations generate significant **quantifiable** economic impacts on the four Counties served and on the

State. These are described in the Sections that follow the presentation of qualitative benefits.

- **BayCare has a significant \$8.5 billion Economic Impact on the State of Florida.** This impact encompasses **over 52,300 Jobs supported, \$3 billion in Household Income, \$4.6 billion contribution to State Gross Domestic Product (GDP) annually** and more than **\$1 billion in Federal, State and local tax revenues generated each year.** The large impacts make the System a leading contributor of economic activity and jobs with higher-than-average opportunities in the State and in West Central Florida. It's worth noting that these jobs are concentrated in knowledge-based areas, aligning with economic development strategies of both the region and the state.

This new impact represents a **significant increase** in annual economic impacts on Jobs, Household Income, Gross Domestic Product (GDP) and Tax Revenue when compared to the previous impact study conducted in 2016. Most notable, BayCare is proving more efficient in delivery of services, with an increased GDP that has grown nearly twice as fast as total employment supported.

These significant increases in annual economic impacts are shown in Table ES-1 below and in Figure ES-1 on the next page.

**Table ES-1. Summary of the Increase in Annual Economic Impacts\* Generated by BayCare in the State of Florida Since 2016**

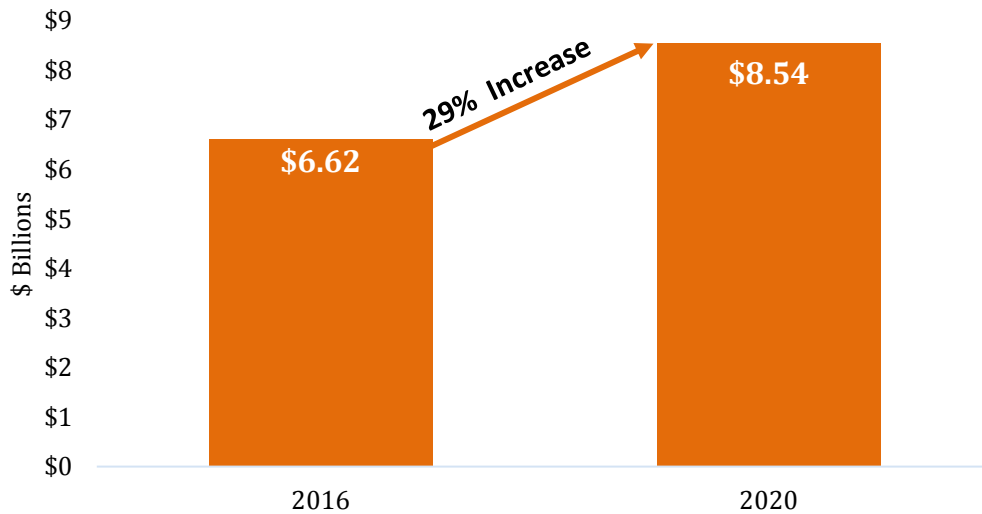
Impact on:	2016	2020	Percent Increase
Employment (Jobs)	44,746	52,366	17%
Household Income (\$ Million)	\$2,429	\$3,034	25%
Gross Domestic Product (GDP - \$ Million)	\$3,540	\$4,613	30%
Federal, State & Local Tax Revenues (\$ Million)	\$784	\$1,005	28%
Total Economic Impact (\$ Million)	\$6,617	\$8,539	29%

Notes: \*Inflation adjusted in "real terms." Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)



**Figure ES-1. Increase in Total Economic Impact\* Generated  
by BayCare on the State of Florida Since 2016**



\*Inflation adjusted in “real terms”

Source: The Washington Economics Group, Inc. (WEG)

- The largest portion of the economic impacts for the System on Florida is attributable to the hospitals themselves, with over **\$5.9 billion** of statewide impacts. But BayCare’s diversity of business, including ambulatory services and a robust physician network, means its economic footprint spans hundreds of locations. BayCare Medical Group and Ambulatory services contribute **\$863 million** and **\$848 million** respectively to its economic impact. (See Table 1, page 13).
- The economic impact of the System is expected to grow further still as the System plans a significant increase in capital investment to continue modernizing facilities and purchasing new state-of-the-art equipment, leading to improvements in operational efficiencies and quality care for patients. The additional estimated economic impacts from the planned capital expenditures on the State of Florida are **\$4.8 billion** over the next six years (2020–2025). Importantly, this represents a **substantial increase** in capital expenditures compared to previous spending patterns. (See Table 9, page 23).
- In addition to Statewide economic impacts, this update presents economic impacts in each of the four Counties served under separate Sections. Hillsborough and Pinellas Counties provide a large portion of the economic impacts with more than **\$2.9 billion** and **\$3.2 billion** in total economic impacts, respectively. These are followed by Polk County with close to **\$800 million** in total economic impacts and Pasco County with **\$348 million**. (See Tables 11, 19, 27 and 33, pages 27, 34, 41 and 47 respectively.)

- The quantifiable economic impacts of **selected individual hospitals** within the BayCare Health System were also analyzed. In total these include 15 hospitals are as follows:
  - **6 in Hillsborough County:** St. Joseph's, St. Joseph's Women's, St. Joseph Children's, St. Joseph's-South, St. Joseph's- North and South Florida Baptist Hospital
  - **5 in Pinellas County:** Morton Plant, St. Anthony's, Mease Countryside, Mease Dunedin and BayCare Alliant
  - **3 in Polk County:** Winter Haven, Winter Haven Women's and Bartow Regional
  - **1 in Pasco County:** Morton Plant North Bay Hospital
- The total impacts of the operating expenditures of these 15 hospitals selected by BayCare are over **\$2.3 billion** in Hillsborough County, more than **\$2.6 billion** in Pinellas County, **\$680 million** in Polk County and **\$232 million** in Pasco County. (See Tables 14, 22, 30 and 36.) These totals exclude important non-hospital impacts within each County and are a subset of the County totals above mentioned (see Methodology for more details).
- Of these 15 hospitals, the largest impact occurs due to the operations of St. Joseph's Hospital (co-located with St. Joseph Women's Hospital and St. Joseph Children's Hospital) in Hillsborough County, with over **\$1.4 billion** in Total Economic Impact and over **8,800 jobs** supported. The next largest impact for individual hospitals occurs due to the operations of Morton Plant Hospital in Pinellas County, with **\$1.1 billion** in Total Economic Impact and close to **7,300 jobs**.
- Most of the economic impacts of individual hospitals are concentrated in Pinellas and Hillsborough Counties. However, the impacts of individual hospitals on Polk and Pasco Counties are also significant.
- In Polk County, Winter Haven Hospital (inclusive of Winter Haven Women's Hospital) supports over **3,500 jobs** with **\$580 million** in Total Economic Impact, and Bartow Regional Medical Center supports over **600 jobs** with **\$100 million** in Total Economic Impact. In Pasco County, Morton Plant North Bay Hospital supports over **1,400 jobs** with **\$232 million** in Total Economic Impact.
- The analysis for each County contained in the update demonstrates the importance of the System to the standard of living of County residents, with annually recurring

job opportunities in high-wage industries and in the generation of Household Income. Furthermore, the analysis for each County highlights BayCare's role in strengthening the economic development strategy of each area.

**In conclusion, BayCare Health System's impact on the state of Florida and West Central Florida, when measured both by quantity and quality, is far reaching and growing. In all areas measured in this Study – Jobs supported, Household Income, Gross Domestic Product (GDP), Government Tax Revenue and Total Economic Impact – BayCare's operations are growing collectively and in the four Counties in its primary service area: Hillsborough, Pinellas, Polk and Pasco. That impact is expected to grow in the future as BayCare has announced a large capital expenditure plan that will likely generate recurring operational growth through improving operational efficiencies and quality care for patients.**

## II. The Growing Qualitative Benefits of BayCare Health System on West Central Florida and on the State



BayCare is a catalyst for economic development in the four counties of West Central Florida that it serves as well as the State of Florida as a whole. This Section **updates the qualitative benefits** of the expanding BayCare Health System since the last Comprehensive Economic Impact Study conducted in 2016. The growing **qualitative benefits** (termed “externality benefits” by economists) improve wellness and quality of life for residents of the State and specifically those in the Counties of Hillsborough, Pinellas, Polk and Pasco.

BayCare Health System was founded in 1997 when the leading not-for-profit hospitals in the Tampa Bay area came together, “united by a common mission to improve the health of all they serve.” The union among the area’s leading community hospitals was critical to compete in the economy but also to share best practices and realize efficiencies that contributed to patient outcomes and lower health care costs.

The union also set the stage for BayCare to emerge as a prominent corporate citizen in the community. BayCare Health System’s physical network of 15 hospitals and hundreds of other locations (including urgent care centers, behavioral health services, imaging facilities, ambulatory surgical centers, laboratories, physician offices, an integrated distribution center and a corporate headquarters) touch almost every corner of the West Central Florida geography.

BayCare's HomeCare division has an even larger footprint, serving nine counties beyond BayCare's four primary counties. In 2019, BayCare HomeCare conducted more than 878,000 home health care visits.<sup>1</sup>

BayCare's physical footprint contributes to economic activity and is critical for the extensive care of the region's residents. The elaborate footprint also serves as valuable, community-based asset in times of need.

In 2019, for example, the health system coordinated a region-wide effort with its competitors to consolidate efforts around federal Community Health Needs Assessments to assure better data and unity of effort around critical needs. The result of that work led to continued coalitions in 2020 in each of BayCare's four counties to focus Community Benefit work on such needs – from nutrition to mental health.

BayCare also was the driving force in establishing the new West Central Florida Mental Wellness Coalition. This Coalition is now a group of 30 organizations and government agencies committed to working together on the region's mental health services infrastructure to improve the Region's quality of life.

Also in 2020, the breadth of resources from the integrated health care system allowed BayCare to lead the region in bringing broad access to COVID-19 testing to the public. As the COVID-19 pandemic continued, BayCare worked with other health systems and government leaders to assist in the management of long-term care facilities (and more specifically their residents) when they became hot spots for infection.

Those efforts come on top of a high commitment to providing care when individuals in the community cannot afford to pay. BayCare has the most generous threshold in the region when it comes to identifying those who qualify for assistance (those at 250 percent of the federal poverty level). In 2019, BayCare provided \$422 million in health care services to patients with no insurance or whose policies did not cover their medical bills. Another \$39 million was spent by BayCare on Community Benefit services, such as education and grants, to improve health education and awareness in the community. Combined, the spending equated to 10.4 percent of BayCare's annual revenue for a total of \$461 million in charity care. This Community Benefit focus is important as it reduces the burden on government services, providing quality care for underserved individuals.

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<sup>1</sup><https://baycare.org/about-us>

## BayCare as an Employer of Distinction

BayCare is also an employer of size for the Region. With 29,045 team members (employees), BayCare is the largest employer in Tampa Bay, according to the 2019 *Tampa Bay Business Journal*.<sup>2</sup> This is larger than Publix and MacDill Air Force base, and larger than other Health Care Systems in the region.

BayCare's excellence as an employer offering competitive wages, strong benefits and a positive work culture, has been well-documented nationally and contributes to the community's overall workforce standards. In 2020, BayCare was named one of the best companies to work for in the country for third year in a row by Great Place to Work and Fortune 100, ranking No. 37 on the list. In 2020, BayCare also ranked No. 3 on the list of Fortune's Best Workplaces in Health Care & Biopharma™. In addition, BayCare was recognized by, the *Tampa Bay Times*, the Region's most important newspaper, as a top place to work for 6 years in a row.<sup>3</sup>

BayCare employs a largely young workforce as 49 percent of employees are from the Millennial or Gen Z generation. BayCare's workforce is 75 percent female and 35 percent minorities. Fortune 100 and Great Place to Work recognized BayCare as a Best Place to Work for Women and Diversity. BayCare has a high employee retention rate: 32 percent of employees have been working for BayCare for 10 years or more. Nurses make up the largest employment base for BayCare – 31 percent of BayCare's employees are registered nurses. BayCare contributes a significant amount in employee investment each year totaling about \$647 million each year. This includes more than \$184 million in medical benefits to employees, more than \$52 million in education assistance, more than \$42 million in rewards and recognition for exceptional employees, and nearly \$194 million in retirement benefits annually.

## High-Quality Health Care

BayCare continues to win awards and is recognized for quality care and service to patients and clients. This standard of excellence is critical to meet the needs of healthcare for its residents in West Central Florida but also to ensure the Region's competitiveness. In addition to being recognized as a great place to work by Fortune Magazine and the Tampa Bay Times, BayCare has received annual recognition in Training Magazine for its exceptional business outcomes tied to training and learning practices within the System. BayCare also has

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<sup>2</sup><https://www.bizjournals.com/tampabay/subscriber-only/2019/07/05/largest-employers-in-tampa-bay.html>

<sup>3</sup> <https://www.tampabay.com/news/business/2020/04/03/top-large-workplaces-in-tampa-bay/>

received biannual recognition as a top 10 National Organization for Leadership Development from the National Center for Healthcare Leadership. For further details on BayCare's recent awards visit its website.<sup>4</sup>

BayCare has adapted its physical plant, including almost doubling its Urgent Care Centers to 19 (up from 1 in 2016). This investment helps meet the needs of one of the fastest growing Regions in the nation. Over 27,000 new residents moved to Hillsborough County alone in 2018, making it the 10<sup>th</sup> fastest growing County in the Nation.<sup>5</sup> As the population of the West Central Florida Region and Florida continues to surge, BayCare is prepared to meet the critical needs of its residents, improving their quality of life and standard of living.

### Innovation and Improvement

BayCare has a culture of continuous improvement, which benefits all its consumers. A formal Process Improvement team with expertise in Six Sigma, Lean and other quality improvement methodologies, help drive efficiency and/or quality improvements. To exemplify this, BayCare executives lead an effort to develop and implement standard processes that improved BayCare's performance in overall Quality (in the areas of reduced Readmissions, reduced Mortalities, reduced Complications, improved ED Throughout, appropriately utilized Skilled Nursing Facilities, reduced infections and improved patient safety and satisfaction). These improved processes resulted in improved outcomes and moving BayCare from the 25th percentile to the 86th percentile in 4 years as measured by IBM Watson.

- BayCare's state-of-the-art telehealth service<sup>6</sup> has grown significantly since 2016 when the last Study was conducted by The Washington Economics Group, Inc. (WEG). This innovative approach of healthcare delivery is critical to meeting the needs of the Region and the State by providing cost savings to consumers. At a \$59 per visit charge (significantly less than an office visit), BayCare continues to serve the residents of the Region. As technology advances and with a large gap of trained medical professionals looming, BayCare is preparing to meet the needs and challenges of the 21<sup>st</sup> Century Florida economy.
- The healthcare industry sector continues to move to a holistic, wellness approach, and BayCare is prepared to deliver these services to patients. One example of this is the brand new, state-of-the-art, BayCare HealthHub (Bloomingdale) in Valrico.<sup>7</sup> This HealthHub

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<sup>5</sup><https://www.tampabay.com/business/hillsboroughs-booming-growth-makes-tampa-bay-one-of-the-countrys-fastest-growing-regions-20190422/>

<sup>6</sup><https://baycare.org/baycareanywhere>

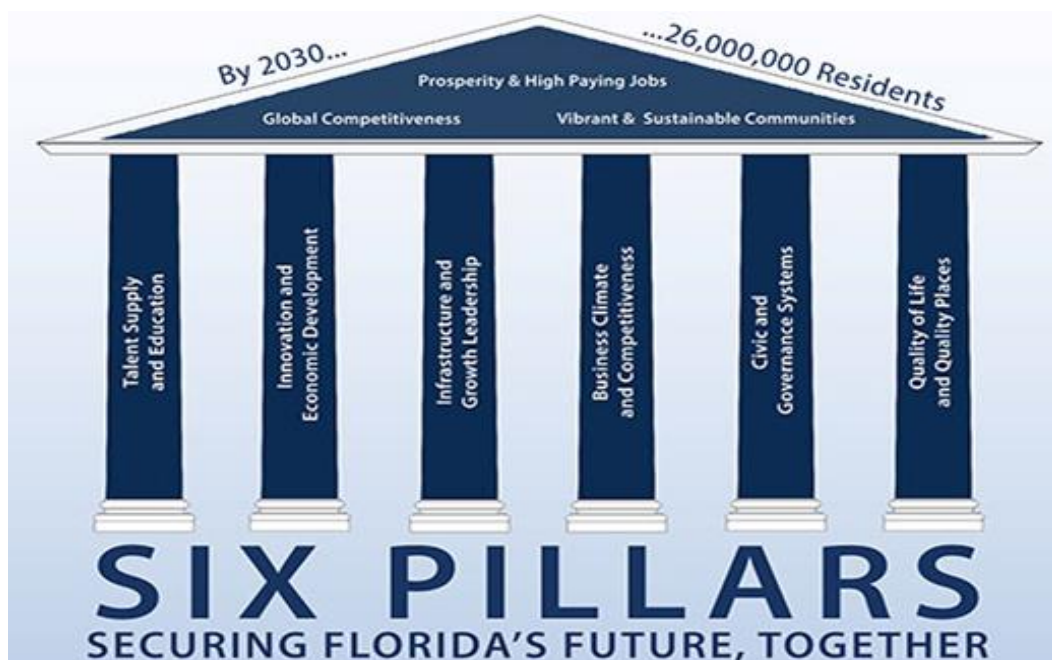
<sup>7</sup><https://baycare.org/newsroom/2019/september/baycare-opens-innovative-health-and-wellness-healthhub-in-valrico>



supports residents with a state-of-the-art health and wellness destination, focusing on a holistic approach and preventative care.

- As a corporate citizen with large infrastructure investments, BayCare has led by example in sustainable construction. Two of BayCare's hospitals have received EPA's Energy Star Certification superior Energy Efficiency Rating. Florida has only 3 other hospitals with such designation. BayCare has another hospital with LEED certification.<sup>8</sup> This directly aligns with Florida Governor Ron DeSantis' aim to create a sustainable future for Florida, further advancing the economic development goals of the State and improving the quality of life for all residents.

BayCare's multifaceted activities align directly with the economic development strategy of the State and Region. BayCare directly supports all major areas of the Florida Chamber Foundation Six Pillars for economic development in the 21<sup>st</sup> Century. The Pillars aim to create an innovation-driven, high-wage, high-skill Florida economy, as presented in the graphic below.



Source: Florida Chamber Foundation.

<sup>8</sup><https://www.baycare.org/about-us/awards-and-recognition>



1. BayCare attracts high-paying jobs to the West Central Florida Counties<sup>9</sup> and the State, supporting the **Talent Supply and Education Pillar**.
2. BayCare's embrace of technology and innovation to better serve patients and improve patient outcomes supports the **Innovation and the 21<sup>st</sup> Century Economic Development Strategy of the State**.
3. BayCare's continued investment in sustainable facilities and modernization supports the **Infrastructure and Growth Leadership Pillar**.
4. BayCare strongly supports the **Business Climate and Competitiveness Pillar** of the State as several of BayCare's hospitals are ranked as high performing by U.S. News and World Report<sup>10</sup>
5. BayCare's strong engagement as a civic citizen in the Region frequently serves as a catalytic spark for progress, supporting the **Civic and Governance Systems Pillar**.
6. Lastly and most importantly, BayCare directly supports the State and Regional goals of creating a sustainable, knowledge-based economy where **Quality of Life and Quality Places** are among the top ranked in the Nation.

In conclusion, BayCare Health System is a catalyst for economic development and improved quality of life in the four counties it serves and in Florida as a whole. As a high-quality, well-run health care system, BayCare is well-positioned to attract top talent and continue to provide exceptional care to the community, thereby providing significant qualitative impacts for West Central Florida and the State as a whole.

The next Section of this update estimates the economic impacts of BayCare on the State and on the Counties served by the System.

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<sup>9</sup>Pinellas, Hillsborough, Polk and Pasco.

<sup>10</sup><https://health.usnews.com/best-hospitals/area/fl>

### III. The Annually Recurring Economic Impacts of BayCare's Operations on the Counties Served and on the State of Florida

This **quantitative section** updates the economic impacts of BayCare since the Comprehensive Study conducted in 2016. BayCare's ongoing operations are significant and growing, resulting in expanded employment opportunities for local residents. BayCare's operations increase the State and Region's<sup>11</sup> Gross Domestic Product (GDP), Household Income, higher-than-average wage jobs, and Federal, State and local taxes generated by greater economic activity.

#### Methodology

Economic models that explicitly account for inter-industry linkages (supply relationships), the generation of labor and capital income and the spending of household income have been used since the 1960's to estimate the contribution that a particular business or industry makes to the general economy. These "input-output" models recognize that as an industry experiences an increase in the demand for its products or services, it in turn needs more goods and services from its suppliers and must increase its purchases from other industries in the economy. The effect on regional production resulting from successive rounds of inter-industry linkages is referred to as the *indirect effect*. The resulting increases in regional production also lead to expansions in employment and household income, and the increases in labor income lead to increases in consumer spending, further expanding sales and production throughout the regional economy. The latter economic impacts are referred to as the *induced effects*. The successive waves of production, spending and more production result in *economic multiplier effects*, where the final or total increase in regional production, income and employment, respectively is larger than the initial (or "direct") increase in production, income and employment. The total quantitative economic contribution of these activities, therefore, is comprised of a *direct effect*, an *indirect effect* and an *induced effect*.

The IMPLAN Group, LLC. (IMPLAN) developed the software and basic data needed to formulate the economic multiplier model used for this update. IMPLAN has been providing economic multiplier models for regional and states economic impact since 1985<sup>12</sup>. Models developed using IMPLAN software have been widely used by private-sector, academic

<sup>11</sup>Hillsborough, Pinellas, Polk and Pasco Counties.

<sup>12</sup>Information on the IMPLAN Group, LLC models and the company history can be found at [www.implan.com](http://www.implan.com).

economists, and by Federal, State and local government agencies to measure the impacts of specific economic activities. All impacts are estimated on a recurring annual basis unless otherwise specified and were estimated based on BayCare’s total expenditures for FY-2019.

The following Sections quantify the economic impacts of BayCare’s operating and capital expenditures on the economy of Florida as well as in each of the economies of Hillsborough, Pinellas, Polk and Pasco Counties.

**A. *BayCare is an Important and Growing Contributor to Overall Economic Growth and the Well-Being of Florida Residents: An Update of Statewide Economic Impacts***

BayCare provides an expanding number of health services in West Central Florida, one of the state’s most important and dynamic regions. These services can be broadly separated into five principal categories: ambulatory services, hospital services, BayCare Medical Group (BMG) or physician services, behavioral health services, and other services. The economic impacts of each of these service lines are presented in Table 1 below.

**Table 1. Economic Impacts Generated by BayCare in the State of Florida  
(by Service Categories)**

Impact on:	Ambulatory	Hospital*	Physician /BMG	Behavioral Health	Other	Total Impact
Employment (Jobs)	5,481	35,335	5,625	764	5,161	<b>52,366</b>
Household Income (\$ Mil)	\$313	\$2,054	\$325	\$44	\$297	<b>\$3,034</b>
Gross Domestic Product (\$ Mil)	\$466	\$3,164	\$481	\$65	\$438	<b>\$4,613</b>
Federal, State & Local Tax Revenues (\$ Mil)	\$102	\$688	\$106	\$14	\$96	<b>\$1,005</b>
Total Economic Impact (\$ Mil)	\$848	\$5,930	\$863	\$115	\$782	<b>\$8,539</b>

Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

\*Note that the combined economic impacts for all individual hospitals within a County may not exactly correspond to the comprehensive economic impact totals of all of BayCare's economic activities within each County. This difference occurs because the impact measures for individual hospitals exclude all impacts not attributable to the hospitals themselves, such as visitor spending and other non-hospital services that BayCare provides.

BayCare’s operations generate economic impacts that extend beyond those *directly* related to the activities occurring at its facilities. These “spillover” or multiplier impacts are the

result of each business activity's supply relationships with other firms operating within the Florida economy, the proportion of business value added<sup>13</sup> that accrues to households in the form of labor and capital income and the propensity of households to spend income on goods produced within the local area. The *direct*, *indirect* and *induced* economic impacts of BayCare were calculated using an extended *input-output* model of the Florida economy as detailed in the methodology presented above and summarized in Table 2 below.

**Table 2. Summary of the Economic Impacts Generated by BayCare's Operations  
in the State of Florida (by Impact Type)**

Impact on:	Direct	Indirect	Induced	Total Impact
Employment (Jobs)*	22,299	13,324	16,743	<b>52,366</b>
Household Income (\$ Million)	\$1,572	\$724	\$738	<b>\$3,034</b>
Gross Domestic Product (GDP - \$ Million)	\$2,104	\$1,158	\$1,352	<b>\$4,613</b>
Federal, State & Local Tax Revenues (\$ Million)	\$422	\$264	\$319	<b>\$1,005</b>
Total Economic Impact (\$ Million)	\$4,093	\$2,095	\$2,351	<b>\$8,539</b>

Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

**These economic impacts have increased significantly across all indicators above since the previous Study conducted in 2016.** As detailed in Table 3 and in Figure 1 on the next page, total Employment increased by a strong **17 percent**, and the Total Economic Impact increased by **29 percent**. In addition, Household Income increased by **25 percent**, Gross Domestic Product (GDP) by **30 percent**, and Federal, State & Local Tax Revenues by **28 percent**. These significant and growing impacts demonstrate the increasing importance of BayCare for Florida's economy.

<sup>13</sup>"Value added" refers to the difference between business revenues and the cost of non-labor and non-capital inputs used to produce goods and/or services.

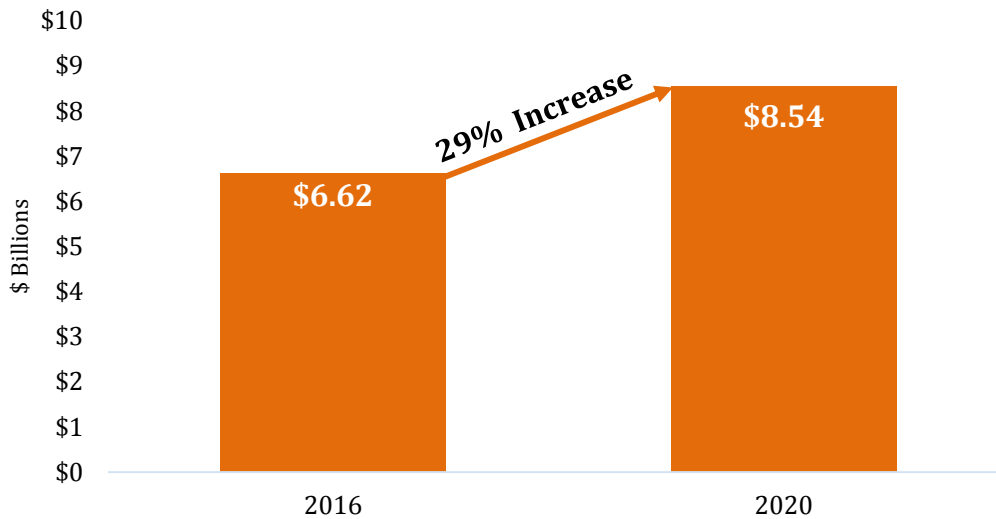
\*The **direct** employment figures within the economic impacts tables do not necessarily equal the total full-time equivalent (FTEs) at the BayCare System. This is due to the IMPLAN input/output (I/O) methodology, which measures **real** (inflation-adjusted) economy-wide impacts based on average wages of the industry and productivity within the given study area.

**Table 3. Summary of the Increase in Annual Economic Impacts\* Generated by BayCare in the State of Florida Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	44,746	52,366	17%
Household Income (\$ Million)	\$2,429	\$3,034	25%
Gross Domestic Product (GDP - \$ Million)	\$3,540	\$4,613	30%
Federal, State & Local Tax Revenues (\$ Million)	\$784	\$1,005	28%
Total Economic Impact (\$ Million)	\$6,617	\$8,539	29%

Notes: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**Figure 1. Increase in Total Economic Impact\* Generated by BayCare in the State of Florida Since 2016**



\*Inflation adjusted in “real terms”  
Source: The Washington Economics Group, Inc. (WEG)

The following analysis presents the economic impacts on Employment, Household Income, Gross Domestic Product (GDP) and Total Economic Impact by specific industries, as well as Fiscal Revenues generated indirectly from the ongoing operations of BayCare in Florida

**B. An Estimated 52,366 Jobs are Supported in Florida by BayCare's Ongoing Operations**

The ongoing operations of BayCare support 52,366 jobs throughout Florida. Forty-three (43) percent of the total jobs supported by BayCare's operations are *direct* employment in BayCare hospitals and other facilities; the rest result from *indirect* and *induced* impacts as the System's operations and spending filters through the economy. (See Table 2).

Of the 52,366 total jobs supported by BayCare, 76 percent or over 39,000 of them, the great majority, occur in the Knowledge-Based Services sector that generally requires workers with high-productivity skills achieved through post-secondary degrees and continuous training. This sector includes healthcare and thus many of BayCare's employees, such as nurses and physicians. Fewer, but still an important number of employment opportunities in Florida are also supported in the Retail Trade, Wholesale Trade & Transportation Services, Manufacturing, Construction and Government & Other sectors. Table 4 below and Figure 2 on the next page presents the percentage distribution of jobs in each industry category.

**Table 4. Jobs Supported by BayCare's Operations in Florida  
(by Industry Sector)**

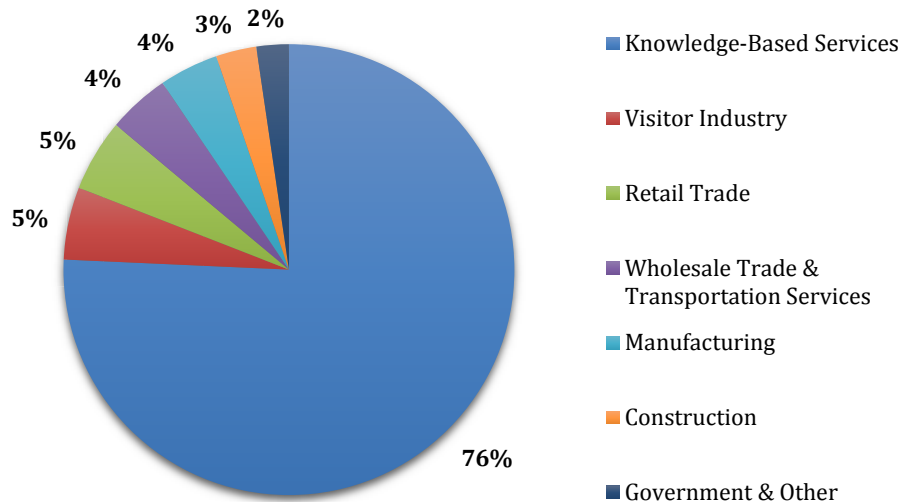
Industry	Jobs Supported	% of Total
Knowledge-Based Services*	39,649	76%
Visitor Industry	2,722	5%
Retail Trade	2,712	5%
Wholesale Trade & Transportation Services	2,321	4%
Manufacturing	2,224	4%
Construction	1,524	3%
Government & Other	1,215	2%
<b>Total:</b>	<b>52,366</b>	<b>100%</b>

Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

\*Major industries under this category such as Healthcare Services, Information, Finance and Insurance, Real Estate, Professional, Administrative Services and Arts, Entertainment & Recreation have on average a higher wage than the State average.

**Figure 2. Total Jobs Supported by BayCare's Operations in Florida by Industry Sector**



Source: The Washington Economics Group, Inc. (WEG)

**C. *BayCare's Ongoing Operations Contribute Substantially to the Standard of Living of Florida Residents***

Household Income quantifies the contribution of the jobs supported by BayCare's ongoing operations to the direct economic wellbeing of the people in those jobs. This category includes the wages and benefits BayCare pays its workforce as well as the income generated for owners and workers of the businesses whose operations are supported by BayCare's role in the economy. The employment opportunities created by BayCare in Florida generate over \$3 billion in Household Income annually. *Direct* impacts account for 52 percent or \$1.6 billion, while *indirect* and *induced* are responsible for generating the other \$1.4 billion (see Table 2, page).

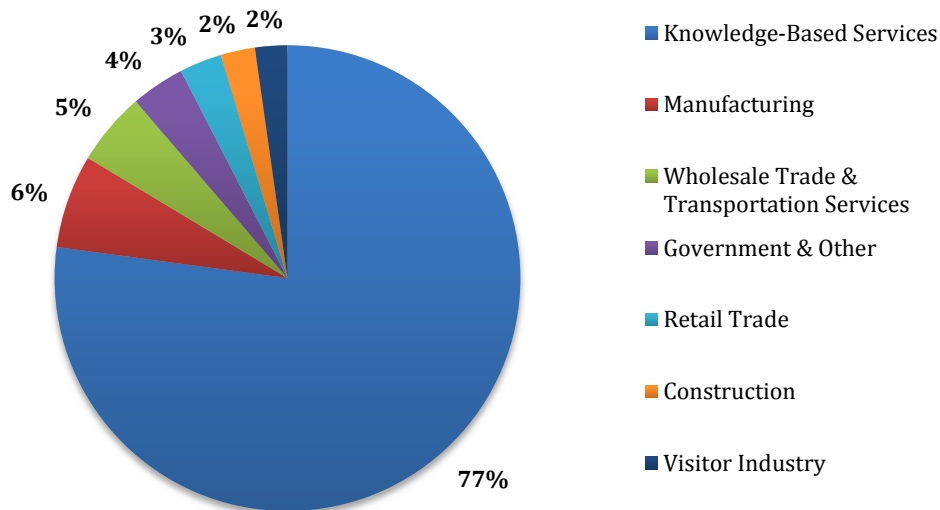
As illustrated in Table 5 and Figure 3, on the next page, Workers in the Knowledge-Based Services sector received approximately over \$2 billion or 77 percent of the total labor compensation paid as a result of ongoing operations, while the remaining 23 percent of Household Income is generated across other sectors of the economy.

**Table 5. Household Income Generated by BayCare's Operations in Florida  
(by Industry Sector)**

Industry	Total Impact (\$ Million)	% of Total
Knowledge-Based Services*	\$2,340	77%
Manufacturing	\$197	6%
Wholesale Trade & Transportation Services	\$154	5%
Government & Other	\$113	4%
Retail Trade	\$89	3%
Construction	\$72	2%
Visitor Industry	\$68	2%
<b>Total:</b>	<b>\$3,033</b>	<b>100%</b>

Note: Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**Figure 3. Household Income Created by BayCare's Operations  
in Florida**



Source: The Washington Economics Group, Inc. (WEG)

\*Major industries under this category such as Healthcare Services, Information, Finance and Insurance, Real Estate, Professional, Administrative Services and Arts, Entertainment & Recreation have on average a higher wage than the State average.



***D. Gross Domestic Product (Value-Added) Impacts: The System's Operations are Important to the Overall Economic Activity in Florida***

The Gross Domestic Product (GDP) is the commonly accepted measure of the size of an economy and the key economic indicator of a region. GDP represents the market value of final goods and services produced within the geographic boundaries of the economy. GDP also represents the value added by producers of goods and services in the region and is the primary source from which businesses pay their workers, their creditors and their investors.

**BayCare's operations annually generate an addition of over \$4.6 billion to Florida's GDP as shown in Table 6 below.**

**Table 6. GDP (Value-Added) Impacts Generated by BayCare's Operations in Florida (by Industry Sector)**

Industry	Total Impact (\$ Million)	% of Total
Knowledge-Based Services*	\$3,402	74%
Manufacturing	\$399	9%
Wholesale Trade & Transportation Services	\$265	6%
Government & Other	\$189	4%
Retail Trade	\$146	3%
Construction	\$110	2%
Visitor Industry	\$102	2%
<b>Total:</b>	<b>\$4,613</b>	<b>100%</b>

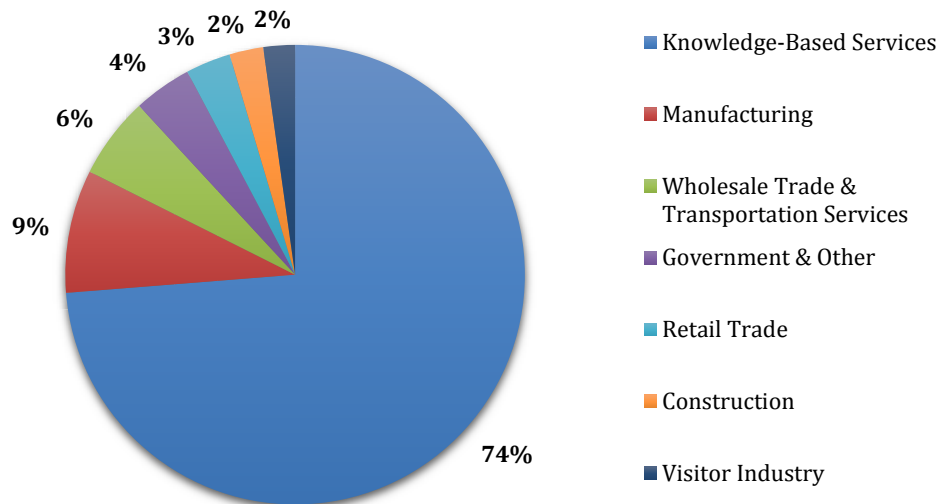
Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

The contributions to GDP of over \$3.4 billion or 74 percent is generated in the Knowledge-Based Services sector, followed by \$399 million or 9 percent in the Manufacturing sector, \$265 million or 6 percent in the Wholesale Trade & Transportation Services sector and \$189 million or 4 percent in the Government & Other sector. The percentage distribution in each industry sector is illustrated in Figure 4 on the next page.

\*Major industries under this category such as Healthcare Services, Information, Finance and Insurance, Real Estate, Professional, Administrative Services and Arts, Entertainment & Recreation have on average a higher wage than the State average.

**Figure 4. GDP (Value-Added) Impacts Generated by BayCare's Operations in Florida**



Source: The Washington Economics Group, Inc. (WEG)

***E. The Total Economic Impact Annually Generated in Florida by BayCare's Ongoing Operations is Over \$8.5 Billion: A Major Contribution to the Standard of Living of Florida Residents***

Total Economic Impact represents the sum of commercial transactions taking place in the economy. A significant portion of the Total Economic Impact occurs in the **Knowledge-**

**The Total Economic Impact of BayCare's growing operations is estimated at slightly over \$8.5 billion annually, a significant contribution to the State's economy, and Employment and Household Income for Florida residents.**

**Based Services sector<sup>14</sup> representing 70 percent or almost \$6 billion of the overall Total Economic Impact.** Thirteen (13) percent or more than \$1.1 billion of the impact is generated within the Manufacturing sector, and 5 percent or more than \$400 million is generated within the Wholesale Trade & Transportation Services sector as detailed in Table 7 and Figure 5 on the following page.

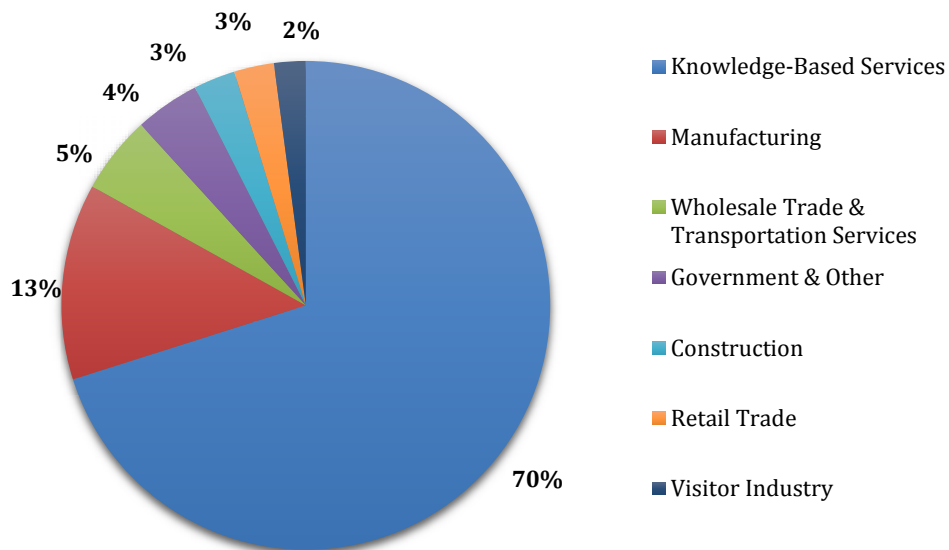
<sup>14</sup>Knowledge-Base Services have on average a higher wage than the State Average.

**Table 7. Total Economic Impact Generated by BayCare's Operations in Florida (by Industry Sector)**

Industry	Total Impact (\$ Million)	% of Total
Knowledge-Based Services*	\$5,985	70%
Manufacturing	\$1,108	13%
Wholesale Trade & Transportation Services	\$439	5%
Government & Other	\$366	4%
Construction	\$236	3%
Retail Trade	\$226	3%
Visitor Industry	\$178	2%
<b>Total:</b>	<b>\$8,539</b>	<b>100%</b>

Note: Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**Figure 5. Total Economic Impact Generated by BayCare's Operations in Florida (by Industry Sector)**



Source: The Washington Economics Group, Inc. (WEG)

\*Major industries under this category such as Healthcare Services, Information, Finance and Insurance, Real Estate, Professional, Administrative Services and Arts, Entertainment & Recreation have on average a higher wage than the State average.

**F. *BayCare's Operations in Florida Indirectly Generate Important Contributions to Public Revenues***

Though as a not-for-profit system BayCare does not pay corporate income or property tax, there are significant positive impacts on public revenues from BayCare Health System directly, its team members, and its suppliers. BayCare's economic impacts *indirectly* generate significant contributions to public-sector revenues, with \$746 million or 74 percent flowing to Federal Government revenues and the remaining \$258 million or 26 percent allocated to State and Local Governments. BayCare generates a total of over \$1 billion in Federal, State and Local Government revenues as shown in Table 8 below.

**Table 8. Fiscal Contributions Arising from the Operations of BayCare in Florida (\$ Million)**

Taxes and Fees Paid By:	Federal Taxes	State and Local Taxes	Total Taxes
Capital	\$353	\$0	\$353
Labor	\$7	\$0	\$7
Indirect Business Taxes	\$26	\$222	\$249
Households	\$279	\$25	\$304
Corporations	\$81	\$11	\$93
<b>Total:</b>	<b>\$746</b>	<b>\$258</b>	<b>\$1,005</b>

Note: Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**G. *BayCare's Planned Capital Expenditures Would Increase Economic Impacts on Florida Through 2025***

The System plans to increase capital expenditures significantly over the next six years, modernizing and expanding its state-of-the-art facilities in Florida. These capital expenditures are estimated to result in total **cumulative** economic impacts of over \$4.8 billion in the State, from 2020 through 2025. Table 9 on the next page lists the additional economic impacts of these planned capital projects.

**Table 9. Economic Impacts Generated by BayCare's Planned Capital Projects  
in the State of Florida, 2020-2025**

Impact on:	2020	2021	2022	2023	2024	2025	6-Year Total
Employment (Jobs)	5,647	5,802	5,868	5,240	4,422	4,553	<b>31,532</b>
Household Income (\$ Mil)	\$289	\$297	\$300	\$268	\$226	\$233	<b>\$1,614</b>
Gross Domestic Product (GDP - \$ Mil)	\$450	\$462	\$467	\$417	\$352	\$363	<b>\$2,511</b>
Federal, State & Local Tax Revenues (\$ Mill)	\$95	\$98	\$99	\$88	\$75	\$77	<b>\$532</b>
Total Economic Impact (\$ Mil)	\$861	\$884	\$895	\$799	\$674	\$694	<b>\$4,807</b>

Note: Total may not equal the sum due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

Just over \$2 billion or 42 percent of the Total Economic Impact of BayCare's planned-capital projects through 2025 are in construction-related industries. However, a significant portion of the impact is generated in the Knowledge-Based Services sector as well, with close to \$1.6 billion or 33 percent of the impact. The remaining 25 percent of the impacts are generated across other sectors as displayed in Table 10 below and in Figure 6 on the next page.

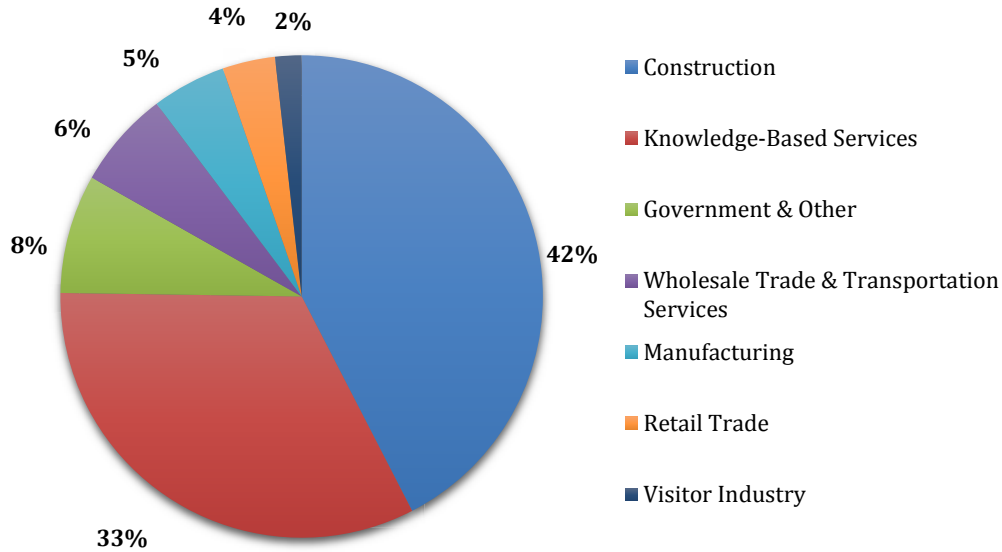
**Table 10. Total Economic Impact Generated by BayCare's Planned Capital  
Expenditures in Florida, 2020-2025 (by Industry Sector)**

Industry	Total Impact (\$ Million)	% of Total
Construction	\$2,040	<b>42%</b>
Knowledge-Based Services*	\$1,577	<b>33%</b>
Government & Other	\$383	<b>8%</b>
Wholesale Trade & Transportation Services	\$314	<b>6%</b>
Manufacturing	\$239	<b>5%</b>
Retail Trade	\$170	<b>4%</b>
Visitor Industry	\$85	<b>2%</b>
<b>Total:</b>	<b>\$4,807</b>	<b>100%</b>

Note: Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

\*Major industries under this category such as Healthcare Services, Information, Finance and Insurance, Real Estate, Professional, Administrative Services and Arts, Entertainment & Recreation have on average a higher wage than the State average.

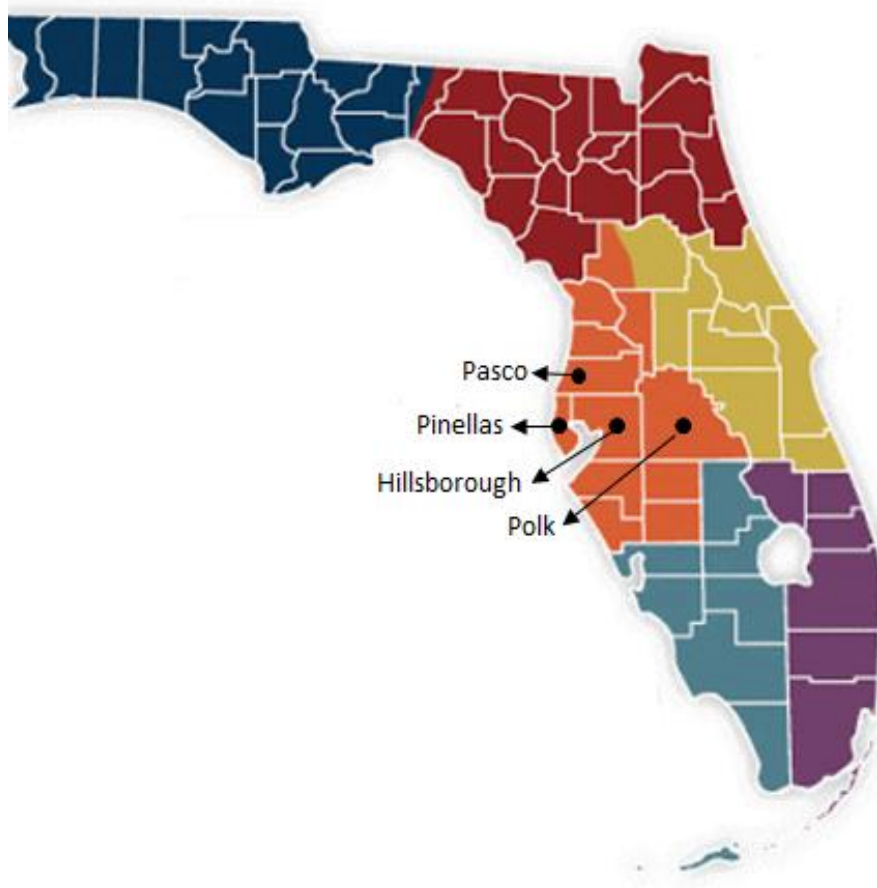
**Figure 6. Total Economic Impact Generated by BayCare's  
Planned Capital Projects in Florida, 2020-2025  
(by Industry Sector)**



Source: The Washington Economics Group, Inc. (WEG)

**In conclusion, BayCare's planned capital expenditures will add significantly to the already large economic impacts of the System on Florida's economy through 2025. These capital improvements will also enhance quality care and efficiency throughout the BayCare Health System. Thus, quality of life in the areas served by the System will improve steadily as BayCare provides new and modernized facilities and equipment for the benefit of its patients.**

The following sections of the update quantify the economic impacts of BayCare for each of the Counties served in the West Central Florida Region. The largest economic impacts occur in Hillsborough and Pinellas Counties, followed by Polk and Pasco Counties. These Counties served by BayCare are the beneficiaries of most of the economic impacts from ongoing operations and the planned capital expenditures if implemented.



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## BayCare Economic Impacts Update on Hillsborough County

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#### IV. The Annually Recurring Economic Impacts of BayCare's Ongoing Operations on Hillsborough County

A large portion of the County-by-County impacts of BayCare occur in Hillsborough County. The *direct*, *indirect* and *induced* economic impacts arising from ongoing operations are summarized in Table 11 below. Just over \$2.9 billion in Total Economic Impact annually is generated by the System in Hillsborough County, up 33 percent from the 2016 Study. (See Table 12 below and Figure 7 on the next page.)

**Table 11. Summary of the Economic Impacts Generated by BayCare's Operations in Hillsborough County (by Impact Type)**

Impact on:	Direct	Indirect	Induced	Total Impact
Employment (Jobs)*	8,555	3,937	4,739	<b>17,231</b>
Household Income (\$ Million)	\$621	\$239	\$226	<b>\$1,086</b>
Gross Domestic Product (GDP - \$ Million)	\$838	\$379	\$409	<b>\$1,626</b>
Federal, State & Local Tax Revenues (\$ Million)	\$159	\$81	\$91	<b>\$330</b>
Total Economic Impact (\$ Million)	\$1,616	\$630	\$673	<b>\$2,918</b>

Note: Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

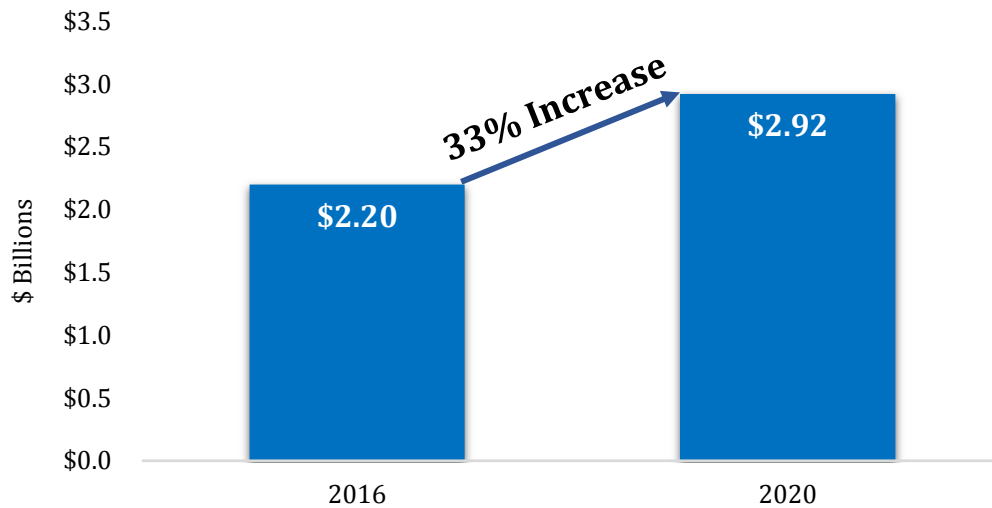
**Table 12. Summary of the Increase in Annual Economic Impacts\* Generated by BayCare in Hillsborough County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	13,941	17,231	<b>24%</b>
Household Income (\$ Million)	\$856	\$1,086	<b>27%</b>
Gross Domestic Product (GDP - \$ Million)	\$1,218	\$1,626	<b>33%</b>
Federal, State & Local Tax Revenues (\$ Million)	\$247	\$330	<b>34%</b>
Total Economic Impact (\$ Million)	\$2,199	\$2,918	<b>33%</b>

Notes: \*Inflation adjusted in "real terms." Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

\*The **direct** employment figures within the economic impacts tables do not necessarily equal the total full-time equivalent (FTEs) at the BayCare System. This is due to the IMPLAN input/output (I/O) methodology, which measures **real** (inflation-adjusted) economy-wide impacts based on average wages of the industry and productivity within the given study area.

**Figure 7. Increase in Total Economic Impact\* Generated by  
BayCare's Operations in Hillsborough County Since 2016**



\*Inflation adjusted in “real terms”

Source: The Washington Economics Group, Inc. (WEG)

**A. *The Total Economic Impact Annually Generated in Hillsborough County by  
BayCare's Ongoing Operations is Just Over \$2.9 Billion***



Close to \$2 billion or 67 percent of the Total Economic Impact of BayCare on Hillsborough County is generated by the Knowledge-Based Services sector. Manufacturing and Government & Other contribute 12 percent or \$338 million and 8 percent or \$238 million of the Total Economic Impact respectively.

The remaining impact is distributed among the Construction, Wholesale Trade & Transportation Services, Retail Trade and the Visitor Industry with 5 percent or less attributed to each sector as shown in Table 13 and Figure 8 on the next page.

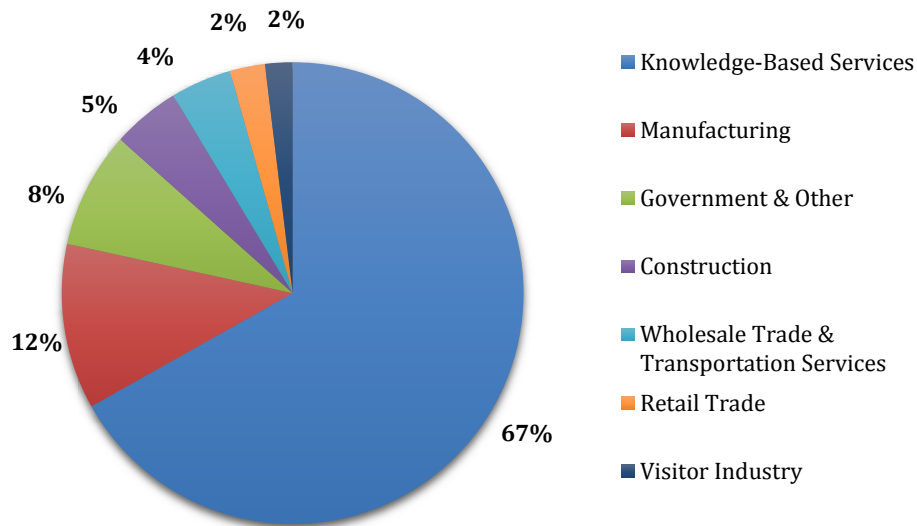
**Table 13. Total Economic Impact Generated by BayCare's Operations in Hillsborough County (by Industry Sector)**

Industry	Total Impact (\$ Million)	% of Total
Knowledge-Based Services*	\$1,951	67%
Manufacturing	\$338	12%
Government & Other	\$238	8%
Construction	\$139	5%
Wholesale Trade & Transportation Services	\$124	4%
Retail Trade	\$72	2%
Visitor Industry	\$56	2%
<b>Total:</b>	<b>\$2,918</b>	<b>100%</b>

Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

**Figure 8. Total Economic Impact Generated by BayCare's Operations in Hillsborough County (by Industry Sector)**



Source: The Washington Economics Group, Inc. (WEG)

\*Major industries under this category such as Healthcare Services, Information, Finance and Insurance, Real Estate, Professional, Administrative Services and Arts, Entertainment & Recreation have on average a higher wage than the State average.

The wide distribution of economic impacts by industry demonstrates the growing importance of BayCare in the economy of Hillsborough County as well as in the other Counties where BayCare has growing state-of-the-arts services. The principal contributor to the growing economic impacts on the Counties are the ongoing hospital operations of BayCare in Hillsborough County.

### *B. The Economic Impacts of Individual Hospital Facilities in Hillsborough County*

BayCare's hospital operations in Hillsborough County generate most of the economic impacts in the County. Four major BayCare facilities within Hillsborough County were analyzed, with over \$2.3 billion in Total Economic Impact:

- St. Joseph's Hospital (co-located with St. Joseph Women's Hospital and St. Joseph Children's Hospital)
- St. Joseph's Hospital-South
- St. Joseph's Hospital-North
- South Florida Baptist Hospital

The Total Economic Impact on Hillsborough County from ongoing hospital operations is a significant **\$1.4 billion** for St. Joseph's Hospital. It should be noted that this includes St. Joseph Women's Hospital and St. Joseph's Children's Hospital, as all of these hospital facilities are co-located. Together, they constitute the largest economic impact of all 15 hospitals that were studied across the Counties served by BayCare.

**Table 14. Summary of the Annual Economic Impacts Generated by Individual Hospitals in Hillsborough County**

Impact on:	St. Joseph's	St. Joseph's - South	St. Joseph's - North	South Florida Baptist	Total Impact
Employment (Jobs)	8,804	2,449	1,542	1,375	<b>13,238</b>
Household Income (\$ Mil)	\$530	\$154	\$97	\$87	<b>\$868</b>
Gross Domestic Product (GDP - \$ Mil)	\$793	\$231	\$145	\$130	<b>\$1,299</b>
Federal, State & Local Tax Revenues (\$ Mil)	\$161	\$47	\$30	\$26	<b>\$264</b>
Total Economic Impact (\$ Mil)	\$1,423	\$415	\$261	\$233	<b>\$2,332</b>

Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc.

In addition, the other hospitals in Hillsborough County also provide important total economic impacts as follows: **\$415 million** for St. Joseph’s Hospital-South, **\$261 million** for St. Joseph’s Hospital-North and **\$233 million** for South Florida Baptist Hospital. These comprehensive economic impacts are summarized in Table 14 on the previous page.

Tables 15 through 18 that follow provide a detailed comparison of the percent increase in all the economic impact measures for individual hospitals within Hillsborough County.

**Table 15. Summary of the Increase in Annual Economic Impacts\* Generated by St. Joseph’s Hospital Co-located Operations in Hillsborough County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	7,611	8,804	<b>16%</b>
Household Income (\$ Million)	\$476	\$530	<b>11%</b>
Gross Domestic Product (GDP - \$ Million)	\$687	\$793	<b>15%</b>
Federal, State & Local Tax Revenues (\$ Million)	\$140	\$161	<b>15%</b>
Total Economic Impact (\$ Million)	\$1,260	\$1,423	<b>13%</b>

Notes: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

**Table 16. Summary of the Increase in Annual Economic Impacts\* Generated by St. Joseph’s Hospital - South in Hillsborough County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	1,224	2,449	<b>100%</b>
Household Income (\$ Million)	\$73	\$154	<b>111%</b>
Gross Domestic Product (GDP - \$ Million)	\$106	\$231	<b>118%</b>
Federal, State & Local Tax Revenues (\$ Million)	\$21	\$47	<b>124%</b>
Total Economic Impact (\$ Million)	\$196	\$415	<b>112%</b>

Notes: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

**Table 17. Summary of the Increase in Annual Economic Impacts\* Generated by St. Joseph's Hospital – North in Hillsborough County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	1,138	1,542	36%
Household Income (\$ Million)	\$72	\$97	35%
Gross Domestic Product (GDP - \$ Million)	\$103	\$145	41%
Federal, State & Local Tax Revenues (\$ Million)	\$21	\$30	43%
Total Economic Impact (\$ Million)	\$187	\$261	40%

Notes: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**Table 18. Summary of the Increase in Annual Economic Impacts\* Generated by South Florida Baptist Hospital in Hillsborough County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	1,053	1,375	31%
Household Income (\$ Million)	\$66	\$87	32%
Gross Domestic Product (GDP - \$ Million)	\$94	\$130	38%
Federal, State & Local Tax Revenues (\$ Million)	\$19	\$26	37%
Total Economic Impact (\$ Million)	\$171	\$233	36%

Notes: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)



St. Joseph's Hospital

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## BayCare Economic Impacts Update on Pinellas County

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## V. The Annually Recurring Economic Impacts of BayCare's Operations on Pinellas County

The economic impact of BayCare's operations in Pinellas County are significant. The *direct*, *indirect* and *induced* economic impacts arising from BayCare's operations in the County are summarized in Table 19 below. An important 21,164 jobs are presently supported within Pinellas County, generating close to \$1.2 billion in Household Income, with a Gross Domestic Product (GDP) of \$1.7 billion.



In total, \$3.2 billion in Total Economic Impact annually is generated by the System in Pinellas County. This is an increase of 23 percent from the previous Study conducted in 2016 (See Table 20 and Figure 9 on the next page.)

**Table 19. Summary of the Annual Economic Impacts Generated by BayCare's Operations in Pinellas County (by Impact Type)**

Impact on:	Direct	Indirect	Induced	Total Impact
Employment (Jobs)*	10,347	4,790	6,029	<b>21,164</b>
Household Income (\$ Mil)	\$676	\$245	\$260	<b>\$1,181</b>
Gross Domestic Product (GDP - \$ Mil)	\$879	\$392	\$480	<b>\$1,750</b>
Federal, State & Local Tax Revenues (\$ Mil)	\$175	\$90	\$114	<b>\$379</b>
Total Economic Impact (\$ Mil)	\$1,674	\$707	\$820	<b>\$3,200</b>

Note: Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

\*The **direct** employment figures within the economic impacts tables do not necessarily equal the total full-time equivalent (FTEs) at the BayCare System. This is due to the IMPLAN input/output (I/O) methodology, which measures **real** (inflation-adjusted) economy-wide impacts based on average wages of the industry and productivity within the given study area.

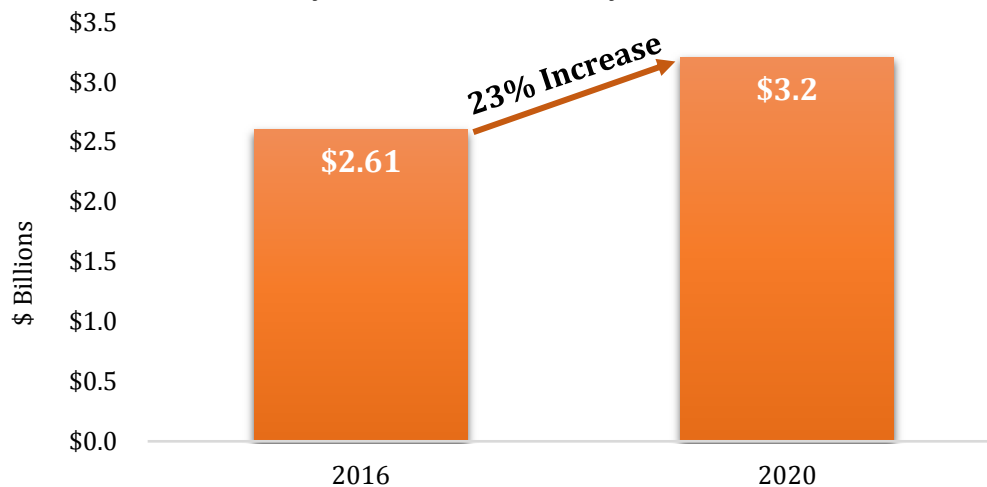


**Table 20. Summary of the Increase in Annual Economic Impacts\* Generated by BayCare in Pinellas County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	18,278	21,164	16%
Household Income (\$ Million)	\$980	\$1,181	20%
Gross Domestic Product (GDP - \$ Million)	\$1,399	\$1,750	25%
Federal, State & Local Tax Revenues (\$ Million)	\$307	\$379	23%
Total Economic Impact (\$ Million)	\$2,610	\$3,200	23%

Notes: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**Figure 9. Increase in Total Economic Impact\* Generated by BayCare in Pinellas County Since 2016**



\*Inflation adjusted in “real terms.”

Source: The Washington Economics Group, Inc. (WEG)

**A. *\$3.2 Billion in Economic Impact is Generated Annually in Pinellas County by BayCare’s Ongoing Operations***

A large majority of the Total Economic Impact in the Pinellas County occurs in the Knowledge-Based Services sector, with over \$2.7 billion or 86 percent of the total. Wholesale Trade & Transportation Services and Construction sectors are the next most important sectors with 4 percent or \$135 million and 3 percent or \$92 million of the impacts, respectively. This is shown on Table 21 and on Figure 10 on the next page.

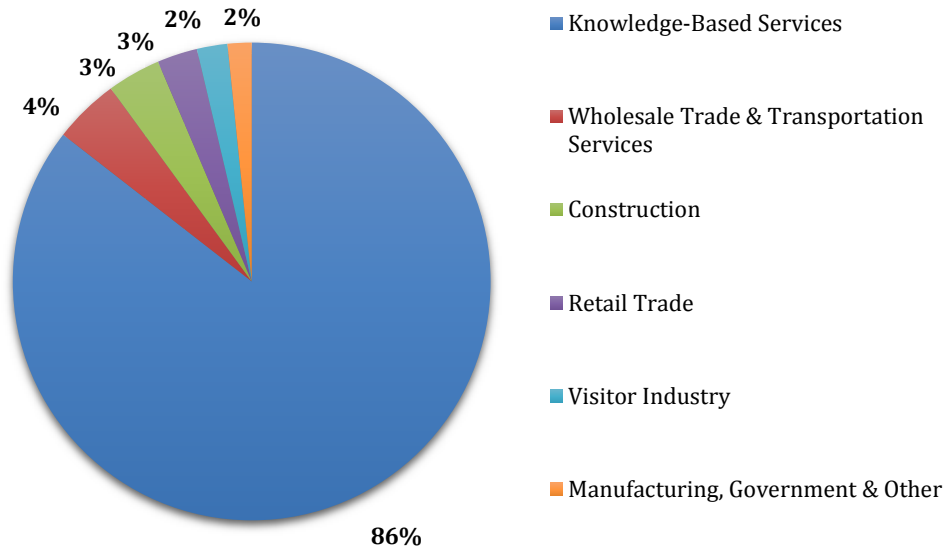
**Table 21. Total Economic Impact Generated by BayCare's Operations in Pinellas County (by Industry Sector)**

Industry	Total Impact (\$ Million)	% of Total
Knowledge-Based Services*	\$2,754	86%
Wholesale Trade & Transportation Services	\$135	4%
Construction	\$92	3%
Retail Trade	\$87	3%
Visitor Industry	\$69	2%
Manufacturing, Government & Other	\$64	2%
<b>Total:</b>	<b>\$3,200</b>	<b>100%</b>

Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

**Figure 10. Total Economic Impact Generated by BayCare's Operations in Pinellas County (by Industry Sector)**



Source: The Washington Economics Group, Inc. (WEG)

\*Major industries under this category such as Healthcare Services, Information, Finance and Insurance, Real Estate, Professional, Administrative Services and Arts, Entertainment & Recreation have on average a higher wage than the State average.

## B. The Economic Impacts of Individual Hospital Facilities in Pinellas County

The Total Economic Impact on Pinellas County is more than **\$2.6 billion**, with **\$1.1 billion** for Morton Plant Hospital, **\$717 million** for St. Anthony's Hospital, **\$636 million** for Mease Countryside Hospital, **\$183 million** for Mease Dunedin Hospital and **\$35 million** for BayCare Alliant Hospital. These comprehensive economic impacts for each hospital are summarized in Table 22 below. Five major BayCare hospital facilities within Pinellas County were analyzed in this update:

- Morton Plant Hospital
- St. Anthony's Hospital
- Mease Countryside Hospital
- Mease Dunedin Hospital
- BayCare Alliant Hospital

**Table 22. Summary of the Annual Economic Impacts Generated by Individual Hospitals in Pinellas County**

Impact on:	Morton Plant	St. Anthony's	Mease Countryside	Mease Dunedin	BayCare Alliant	Total Impact
Employment (Jobs) *	7,255	4,743	4,204	1,209	224	<b>17,635</b>
Household Income (\$ Mil)	\$405	\$265	\$235	\$67	\$13	<b>\$984</b>
Gross Domestic Product (GDP - \$ Mil)	\$600	\$392	\$348	\$100	\$20	<b>\$1,459</b>
Federal, State & Local Tax Revenues (\$ Mil)	\$130	\$85	\$75	\$22	\$4	<b>\$316</b>
Total Economic Impact (\$ Mil)	\$1,097	\$717	\$636	\$183	\$35	<b>\$2,667</b>

Note: Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc.

Tables 23 through 26 on the following pages provide a detailed comparison of the percent increase in all the economic impact measures for individual hospitals within Pinellas County. A comparison table is not included for BayCare Alliant Hospital, as it was excluded from the individual hospital impacts in the 2016 study.

\*The **direct** employment figures within the economic impacts tables do not necessarily equal the total full-time equivalent (FTEs) at the BayCare System. This is due to the IMPLAN input/output (I/O) methodology, which measures **real** (inflation-adjusted) economy-wide impacts based on average wages of the industry and productivity within the given study area.

**Table 23. Summary of the Increase in Annual Economic Impacts\* Generated by Morton Plant Hospital in Pinellas County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	6,073	7,255	19%
Household Income (\$ Million)	\$333	\$405	22%
Gross Domestic Product (GDP - \$ Million)	\$489	\$600	23%
Federal, State & Local Tax Revenues (\$ Million)	\$108	\$130	20%
Total Economic Impact (\$ Million)	\$941	\$1,097	17%

Notes: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**Table 24. Summary of the Increase in Annual Economic Impacts\* Generated by St. Anthony’s Hospital in Pinellas County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	3,173	4,743	49%
Household Income (\$ Million)	\$176	\$265	51%
Gross Domestic Product (GDP - \$ Million)	\$258	\$392	52%
Federal, State & Local Tax Revenues (\$ Million)	\$57	\$85	49%
Total Economic Impact (\$ Million)	\$490	\$717	46%

Note: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**Table 25. Summary of the Increase in Annual Economic Impacts\* Generated by Mease Countryside Hospital in Pinellas County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	3,010	4,204	40%
Household Income (\$ Million)	\$168	\$235	40%
Gross Domestic Product (GDP - \$ Million)	\$245	\$348	42%
Federal, State & Local Tax Revenues (\$ Million)	\$54	\$75	39%
Total Economic Impact (\$ Million)	\$462	\$636	38%

Note: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**Table 26. Summary of the Increase in Annual Economic Impacts\* Generated by Mease Dunedin in Pinellas County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	986	1,209	23%
Household Income (\$ Million)	\$55	\$67	22%
Gross Domestic Product (GDP - \$ Million)	\$79	\$100	27%
Federal, State & Local Tax Revenues (\$ Million)	\$18	\$22	22%
Total Economic Impact (\$ Million)	\$149	\$183	23%

Note: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)



Morton Plant Hospital

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## BayCare Economic Impacts Update on Polk County

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## VI. The Annually Recurring Economic Impacts of BayCare' Operations on Polk County



In terms of economic impacts generated by BayCare, the third most important County for the System is Polk County. The *direct*, *indirect* and *induced* economic impacts arising from ongoing operations are summarized in Table 27 below. 4,796 jobs are presently supported within Polk County, generating \$287 million

in Household Income, with a Gross Domestic Product (GDP) of \$414 million

In total, almost \$800 million in Total Economic Impact annually is generated by BayCare in Polk County, up 48 percent from the 2016 Study as shown in Table 28 and Figure 11 on the next page.

**Table 27. Summary of the Annual Economic Impacts Generated by BayCare's Operations in Polk County (by Impact Type)**

Impact on:	Direct	Indirect	Induced	Total Impact
Employment (Jobs)*	2,414	1,135	1,248	<b>4,796</b>
Household Income (\$ Million)	\$188	\$51	\$48	<b>\$287</b>
Gross Domestic Product (GDP - \$ Million)	\$247	\$80	\$87	<b>\$414</b>
Federal, State & Local Tax Revenues (\$ Million)	\$51	\$19	\$22	<b>\$92</b>
Total Economic Impact (\$ Million)	\$502	\$147	\$151	<b>\$799</b>

Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

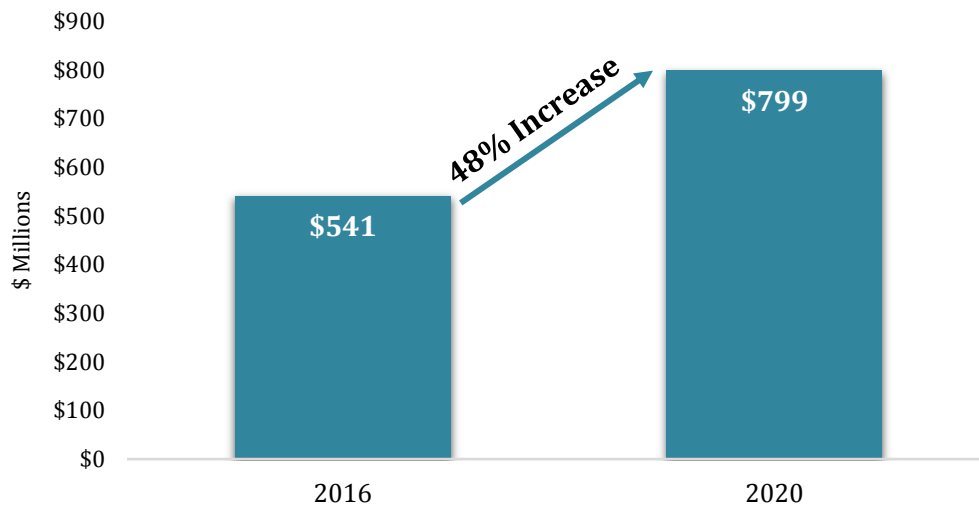
\*The **direct** employment figures within the economic impacts tables do not necessarily equal the total full-time equivalent (FTEs) at the BayCare System. This is due to the IMPLAN input/output (I/O) methodology, which measures **real** (inflation-adjusted) economy-wide impacts based on average wages of the industry and productivity within the given study area.

**Table 28. Summary of the Increase in Annual Economic Impacts\* Generated by BayCare in Polk County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	3,986	4,796	20%
Household Income (\$ Million)	\$197	\$287	46%
Gross Domestic Product (GDP - \$ Million)	\$272	\$414	52%
Federal, State & Local Tax Revenues (\$ Million)	\$62	\$92	49%
Total Economic Impact (\$ Million)	\$541	\$799	48%

Note: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**Figure 11. Increase in Total Economic Impact\* Generated by BayCare in Polk County Since 2016**



\*Inflation adjusted in “real terms.”

Source: The Washington Economics Group, Inc. (WEG)

**A. BayCare’s Ongoing Operations in Polk County Generate Almost \$800 Million in Annual Economic Impacts**

The most significant portion of the Total Economic Impact by BayCare in Polk County occurs in the Knowledge-Based Services sector, comprising of \$503 million or 63 percent of the total impacts as shown in Table 29 on the next page. The next most important sector is Manufacturing with 18 percent or \$146 million of the impacts, followed by the Government & Other sector with 12 percent or \$94 million. The remaining 8 percent of the impacts is



distributed among the Wholesale Trade & Transportation Services, Retail Trade, Visitor Industry and Construction sectors as shown in Table 29 and Figure 12 below.

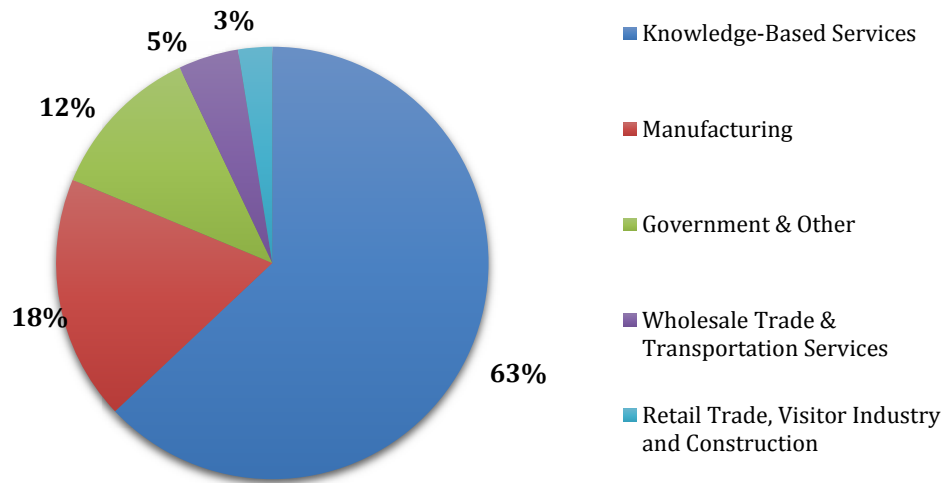
**Table 29. Total Economic Impact Generated  
by BayCare's Operations in Polk County (by Industry Sector)**

Industry	Total Impact (\$ Million)	% of Total
Knowledge-Based Services*	\$503	63%
Manufacturing	\$146	18%
Government & Other	\$94	12%
Wholesale Trade & Transportation Services	\$36	5%
Retail Trade, Visitor Industry and Construction	\$20	3%
<b>Total:</b>	<b>\$799</b>	<b>100%</b>

Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

**Figure 12. Total Economic Impact Generated by BayCare's  
Operations in Polk County (by Industry Sector)**



Source: The Washington Economics Group, Inc. (WEG)

\*Major industries under this category such as Healthcare Services, Information, Finance and Insurance, Real Estate, Professional, Administrative Services and Arts, Entertainment & Recreation have on average a higher wage than the State average.

## B. The Economic Impacts of Individual Hospital Facilities in Polk County

The Total Economic Impact on Polk County is **\$580 million** for Winter Haven Hospital (including Winter Haven Women's) and **\$100 million** for Bartow Regional Medical Center, generating a total of over 4,100 total jobs in the County. These comprehensive economic impacts are summarized in Table 30 below. Two major BayCare hospital facilities within Polk County provide positive economic impacts generating \$680 million of the Total Economic Impact:

- Winter Haven Hospital (inclusive of Winter Haven Women's Hospital)
- Bartow Regional Medical Center

**Table 30. Summary of the Annual Economic Impacts Generated by Individual Hospitals in Polk County**

Impact on:	Winter Haven	Bartow Regional	Total Impact
Employment (Jobs)	3,500	602	<b>4,102</b>
Household Income (\$ Million)	\$209	\$36	<b>\$245</b>
Gross Domestic Product (GDP - \$ Million)	\$301	\$52	<b>\$353</b>
Federal, State & Local Tax Revenues (\$ Million)	\$67	\$12	<b>\$79</b>
Total Economic Impact (\$ Million)	\$580	\$100	<b>\$680</b>

Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

Table 31 and Table 32 on the next page provide a detailed comparison of the percent increase in all the economic impact measures for individual hospitals within Polk County.

**Table 31. Summary of the Increase in Annual Economic Impacts\* Generated by Winter Haven Hospital Operations in Polk County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	3,062	3,500	<b>14%</b>
Household Income (\$ Million)	\$151	\$209	<b>38%</b>
Gross Domestic Product (GDP - \$ Million)	\$211	\$301	<b>43%</b>
Federal, State & Local Tax Revenues (\$ Million)	\$48	\$67	<b>40%</b>
Total Economic Impact (\$ Million)	\$429	\$580	<b>35%</b>

Notes: \*Inflation adjusted in "real terms." Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

**Table 32. Summary of the Increase in Annual Economic Impacts\* Generated by  
Bartow Regional Hospital in Polk County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	511	602	18%
Household Income (\$ Million)	\$26	\$36	38%
Gross Domestic Product (GDP - \$ Million)	\$36	\$52	44%
Federal, State & Local Tax Revenues (\$ Million)	\$8	\$12	50%
Total Economic Impact (\$ Million)	\$71	\$100	41%

Notes: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)



Winter Haven Hospital.

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## BayCare Economic Impacts Update on Pasco County

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## VII. The Annually Recurring Economic Impacts of BayCare's Operations on Pasco County

BayCare operations also generate important economic impacts on Pasco County. The *direct, indirect* and *induced* economic impacts arising from ongoing operations are summarized in Table 33 below. In total, \$348 million in Total Economic Impact annually is generated by the System in Pasco County, creating 2,160 jobs and \$139 million in Household Income.



**Table 33. Summary of the Annual Economic Impacts Generated by BayCare's Operations in Pasco County (by Impact Type)**

Impact on:	Direct	Indirect	Induced	Total Impact
Employment (Jobs)*	1,172	460	527	<b>2,160</b>
Household Income (\$ Million)	\$102	\$16	\$19	<b>\$139</b>
Gross Domestic Product (GDP - \$ Million)	\$128	\$25	\$35	<b>\$189</b>
Federal, State & Local Tax Revenues (\$ Million)	\$28	\$6	\$9	<b>\$44</b>
Total Economic Impact (\$ Million)	\$235	\$52	\$62	<b>\$348</b>

Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)

The Total Economic Impact annually generated by BayCare in Pasco County is \$348 million, a significant increase of 32 percent from the previous Study conducted in 2016. Table 24 and Figure 13 on the next page provide a detailed comparison of the percent increase in all the economic impacts.

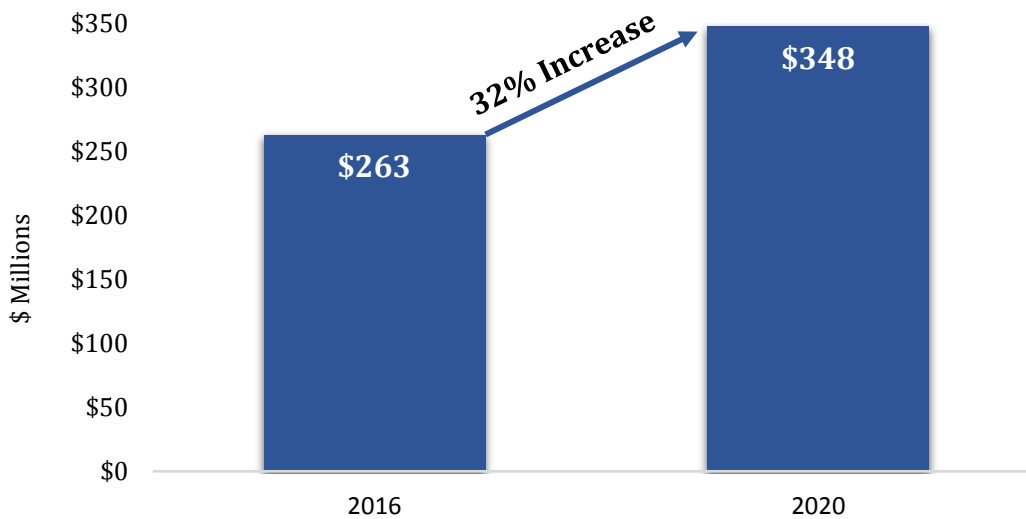
\*The **direct** employment figures within the economic impacts tables do not necessarily equal the total full-time equivalent (FTEs) at the BayCare System. This is due to the IMPLAN input/output (I/O) methodology, which measures **real** (inflation-adjusted) economy-wide impacts based on average wages of the industry and productivity within the given study area.

**Table 34. Summary of the Increase in Annual Economic Impacts\* Generated by BayCare in Pasco County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	1,858	2,160	16%
Household Income (\$ Million)	\$97	\$139	43%
Gross Domestic Product (GDP - \$ Million)	\$133	\$189	42%
Federal, State & Local Tax Revenues (\$ Million)	\$30	\$44	45%
Total Economic Impact (\$ Million)	\$263	\$348	32%

Notes: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**Figure 13. Increase in Total Economic Impact Generated by BayCare in Pasco County Since 2016**



\*Inflation adjusted in “real terms.”

Source: The Washington Economics Group, Inc. (WEG)

**A. The Total Economic Impact of BayCare on Pasco County is Almost \$350 Million**

The Knowledge-Based Services sector leads employment generation of BayCare’s operations in Pasco County, comprising \$239 million in total impacts or 69 percent. Manufacturing is the next most important sector with \$48 million or 14 percent of the impacts, and the third most important sector is Government & Other with \$26 million or 7 percent.

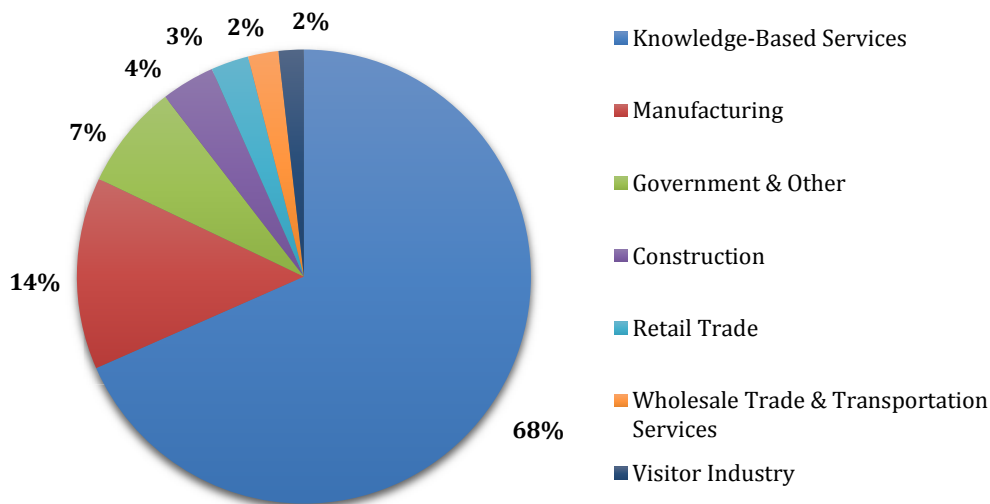
The remaining impacts are distributed among the Wholesale Trade & Transportation Services, Retail Trade, Visitor Industry and Construction sectors as shown in Table 35 and Figure 14 below.

**Table 35. Total Economic Impact Generated by BayCare's Operations in Pasco County (by Industry Sector)**

Industry	Total Impact (\$ Million)	% of Total
Knowledge-Based Services*	\$239	69%
Manufacturing	\$48	14%
Government & Other	\$26	7%
Construction	\$13	4%
Retail Trade	\$9	3%
Wholesale Trade & Transportation Services	\$7	2%
Visitor Industry	\$6	2%
<b>Total:</b>	<b>\$348</b>	<b>100%</b>

Note: Total may not equal the sum of all due to rounding.  
Source: The Washington Economics Group, Inc. (WEG)

**Figure 14. Total Economic Impact Generated by BayCare's Operations in Pasco County (by Industry Sector)**



Source: The Washington Economics Group, Inc. (WEG)

\* Major industries under this category such as Healthcare Services, Information, Finance and Insurance, Real Estate, Professional, Administrative Services and Arts, Entertainment & Recreation have on average a higher wage than the State average.

**B. The Economic Impacts of Morton Plant North Bay Hospital in Pasco County**

The important economic impacts of BayCare ongoing operations in Pasco County are created by Morton Plant North Bay Hospital. As in the other hospitals, most jobs in the higher-than-average wages are created by the facility in the Knowledge-Based Services sector. The total economic impact of this facility on the County is **\$232 million, generating 1,439 jobs and \$126 million in GDP**. These comprehensive impacts are summarized in Table 36 below.

**Table 36. Summary of the Annual Economic Impacts Generated by Morton Plant North Bay Hospital in Pasco County**

Impact on:	Total Impact
Employment (Jobs)	<b>1,439</b>
Household Income (\$ Million)	<b>\$93</b>
Gross Domestic Product (GDP - \$ Million)	<b>\$126</b>
Federal, State & Local Tax Revenues (\$ Million)	<b>\$29</b>
Total Economic Impact (\$ Million)	<b>\$232</b>

Note: Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc.

Table 37 below provides a detailed comparison of the percent increase in all the economic impact measures for Morton Plant North Bay Hospital within Pasco County.

**Table 37. Summary of the Increase in Annual Economic Impacts\* Generated by Morton Plant North Bay Hospital in Pasco County Since 2016**

Impact on:	2016	2020	Percent Increase
Employment (Jobs)	1,133	1,439	<b>27%</b>
Household Income (\$ Million)	\$59	\$93	<b>58%</b>
Gross Domestic Product (GDP - \$ Million)	\$81	\$126	<b>56%</b>
Federal, State & Local Tax Revenues (\$ Million)	\$18	\$29	<b>61%</b>
Total Economic Impact (\$ Million)	\$164	\$232	<b>41%</b>

Notes: \*Inflation adjusted in “real terms.” Total may not equal the sum of all due to rounding.

Source: The Washington Economics Group, Inc. (WEG)



## **Appendix I: Methodology**

## IMPLAN Model

The multiplier impacts calculated by the IMPLAN model are based on input-output methodology, which explicitly considers the inter-industry linkages that exist within an economy. Each industry needs labor and inputs from other industries in order to produce economic output. Whenever an industry experiences an increase in the demand for its output, many other industries within that economy indirectly experience an increase in demand as well because of these inter-industry linkages. This increase in demand that results from the need for material inputs is called the *indirect effects*. In addition, an increase in production within a region also leads to an increase in household income through the hiring of workers, which in turn generates further demands for goods and services within the region. Firms also need to expand their base of physical capital to meet higher levels of demand, and this too stimulates regional economic growth. The latter effects are referred to as *induced effects*. The inter-industry linkages and the induced effects on consumer and capital spending lead to successive rounds of production, and this process results in an increase in output that exceeds the initial change in demand, or a *multiplier effect*. Similarly, the increase in household income will exceed the initial payroll increase encountered in the industry that experienced the original increase in demand. The total change in employment in the regional economy is a multiple of the direct change in employment.

$$\begin{aligned}
 x_1 &= a_{11}x_1 + a_{12}x_2 + a_{13}x_3 + \cdots + a_{1k}x_k + a_{1h}x_h + a_{1i}x_i + f_1 \\
 x_2 &= a_{21}x_1 + a_{22}x_2 + a_{23}x_3 + \cdots + a_{2k}x_k + a_{2h}x_h + a_{2i}x_i + f_2 \\
 x_3 &= a_{31}x_1 + a_{32}x_2 + a_{33}x_3 + \cdots + a_{3k}x_k + a_{3h}x_h + a_{3i}x_i + f_3 \\
 &\vdots \\
 x_k &= a_{k1}x_1 + a_{k2}x_2 + a_{k3}x_3 + \cdots + a_{kk}x_k + a_{kh}x_h + a_{ki}x_i + f_k \\
 x_h &= a_{h1}x_1 + a_{h2}x_2 + a_{h3}x_h + \cdots + a_{hk}x_k + a_{hh}x_h + a_{hi}x_i + f_h \\
 x_i &= a_{i1}x_1 + a_{i2}x_2 + a_{i3}x_h + \cdots + a_{ik}x_k + a_{ih}x_h + a_{ii}x_i + f_i
 \end{aligned}$$

The following represents the system of equations that comprise the regional economy in an extended input-output model like IMPLAN:

The variables  $x_1$  to  $x_k$  represent total production of output in each industry. The coefficients  $a_{ij}$  represent the purchases from industry “i” that are needed to produce a dollar of output in industry “j”. These are known as the *direct requirement* coefficients. The variable  $x_h$  refers

to household income and the coefficients  $a_{ih}$  refer to the average amount of household income spent on purchases from industry “i”, or the *average propensities to consume*. The coefficients  $a_{hi}$  are similar to the inter-industry purchases ( $a_{ij}$ ’s), but they represent the household income that is generated from each dollar of output produced in industry “i”. Similarly the variable  $x_i$  represents regional spending on capital goods, and the coefficients  $a_{ij}$  represents the spending on capital goods for each dollar of output produced in industry “j”. The coefficients  $a_{ji}$  represent the amount purchased from industry “j” for each dollar spent on capital goods within the region. The variables  $f_j$  represent the exogenous final demand faced by each industry, respectively.

This system of equation reduces, using matrix notation, to the following solution for industry output and household income:

$$X = (I - A)^{-1} F$$

X is the vector of industry outputs plus household income and F is a vector of exogenous final demands. The “output multipliers” (i.e., the change in industry output and household income that results from a change in final demand for the output of a particular industry) are given in the columns of the  $(I-A)^{-1}$  matrix. The IMPLAN software calculates these multipliers for counties, states and other sub-state regions. These multipliers can be used to provide a sense of the economic importance of an industry or an economic activity in a given region. The multipliers impacts for gross state product, labor and capital income and the government revenue impacts are derived from the basic output multipliers given by  $(I-A)^{-1}$ .

The IMPLAN model uses historical relationships between public-sector revenues and regional economic output in order to estimate the public-sector revenue impact resulting from the establishment of a new, or expansion of an existing economic activity.

## **Appendix II: Economic Glossary**

### Definitions of Economic Terms Used in the Analysis

<b><i>Employment</i></b>	Total of full-time or part-time jobs.
<b><i>Household (Labor) Income</i></b>	All forms of employment income, including Employee Compensation (wages and benefits) and Proprietor Income.
<b><i>Gross Domestic Product (GDP)</i></b>	The increased value of a product as a result of the economic inputs (labor and capital) expended at a given stage. In the IMPLAN Model, GDP is the sum of: Employee Compensation, Proprietor Income, Other Property Type Income (Interest) and Indirect Business Taxes.
<b><i>Economic Impact</i></b>	Total value of all transactions attributed to an activity.
<b><i>Direct Effects</i></b>	The set of expenditures applied to the predictive model (i.e., I/O multipliers) for impact analysis. It is a series (or single) of production changes or expenditures made by producers/consumers as a result of an activity or policy. These initial changes are determined by an analyst to be a result of this activity or policy. Applying these initial changes to the multipliers in an IMPLAN model will then display how the region will respond, economically to these initial changes.
<b><i>Indirect Effects</i></b>	The impact of local industries buying goods and services from other local industries. The cycle of spending works its way backward through the supply chain until all money leaks from the local economy, either through imports or by payments to value added. The impacts are calculated by applying Direct Effects to the Type I Multipliers.
<b><i>Induced Effects</i></b>	The response by an economy to an initial change (direct effect) that occurs through re-spending of income received by a component of value added. IMPLAN's default multiplier recognizes that labor income (employee compensation and proprietor income components of value added) is not a leakage to the regional economy. This money is re-circulated through the household spending patterns causing further local economic activity.

**Appendix III:  
The Washington Economics Group, Inc.  
Project Team and Qualifications**



**J. Antonio Villamil**  
Founder and Senior Advisor

Tony Villamil is a nationally recognized economist, with over thirty-five years of successful career as a business economist, university educator and high-level policymaker for both federal and state governments. Tony was selected in 2008 as the founding Dean of the School of Business of St. Thomas University, serving successfully until December 31, 2013 at which time he resigned to return as senior advisor to the growing economic consulting practice that he founded, The Washington Economics Group, Inc. (WEG), a Florida-based firm established in 1993 upon returning to the State from his public service in Washington, D.C.

Tony is the immediate past Chairman of the Governor's Council of Economic Advisors of Florida, and during 1999-2000, he was selected by Governor Bush as his first Director for Tourism, Trade and Economic Development. Previously, he was appointed by President George H. W. Bush as U.S. Undersecretary of Commerce for Economic Affairs, receiving unanimous U.S. Senate confirmation. Presently he is active on Corporate Board of Directors, including Mercantil Holding Corporation and Amerant Bank, N.A., Pan American Life Insurance Group (PALIG), Spanish Broadcasting System (SBS).

Among civic and professional leadership positions, he is currently Chairman of the Economic Roundtable and member of the Board of Directors of the Beacon Council-Miami-Dade County's official economic development organization. He is also on the Board of Directors of the Greater Miami Chamber of Commerce. He serves as Senior Fellow of the James Madison Institute (JMI) of Tallahassee, Florida.

He earned Bachelor and Master Degrees in Economics from Louisiana State University (LSU), where he also completed coursework for the Ph.D. Degree. In 1991, Florida International University (FIU) awarded him a Doctoral Degree in Economics (hc), for "distinguished contributions to the Nation in the field of economics." He frequently speaks to business, government and university audiences on the Florida economy, U.S. trade policy and economic development issues.

Tony is a resident of Coral Gables, Florida, where he lives with his family, traveling frequently throughout Florida, the U.S. and globally to conduct research and presentations for clients of The Washington Economics Group, Inc. (WEG).



**Jose Antonio (TJ) Villamil IV**  
Director of Operations

Jose Antonio (TJ) Villamil serves as Director of Operations of The Washington Economics Group, Inc. (WEG). TJ oversees the client relations, marketing and business research functions of the firm.

Prior to joining WEG, TJ was the Manager of Social Media for the Keiser University System of Florida. Among other experiences, he served as the University of Florida (UF) Special Assistant to the University President from May 2014 to December 2015. During his role, he was also the assistant corporate secretary to the UF Board of Trustees. He assisted the UF President oversee a \$4.6 billion budget, 50,000 students, 16 colleges, two academic health centers and more than 150 research centers. In this role, TJ directed special projects and gave strategic advice to President Bernie Machen and the UF Board of Trustees. TJ ended his role when Dr. Machen retired after 12 years of service to UF and returned to his hometown of Miami to join WEG.

TJ is a proud double graduate from UF, receiving his Masters in Entrepreneurship from the Hough Graduate School of Business, and his undergraduate degree in Telecommunications – News from the College of Journalism and Communications. TJ proudly served as the Student Body President for UF from 2012---2013 to represent the 50,000---member student body of the Gator Nation. During that period, TJ also represented all student interests on the UF Board of Trustees and on the boards of directors of the UF Alumni Association, the UF Foundation and the University Athletic Association.





**Ivan Noltenius**  
Economic Analyst

Ivan Noltenius is an Economic Analyst at The Washington Economics Group (WEG). Ivan conducts data acquisition and economic analysis for the multifaceted projects of the firm. Ivan has over three years of experience in financial data analysis as well as accounting.

Prior to working at WEG, Ivan was a hedge fund accountant at Kaufman Rossin (now ALPS), and also worked in operations and managed company financial records at tech startup company 71 Pounds.

Ivan received his Bachelors of Arts degree in Economics with a minor in Mathematics from the University of Memphis. Ivan is a resident of Kendall, Florida.



**Haydee M. Carrion**  
Senior & Project Research Assistant

Haydee M. Carrion has been Executive Assistant to Dr. Villamil since the firm's founding in 1993. She has senior level expertise in multi-media presentations and in the preparation and design of complex reports and documents for clients, utilizing the latest technologies.

In 2012, WEG promoted her to Senior and Project Research Assistant to the firm, given outstanding performance in web-based research and in assistance to the firm's Principal in the preparation of audio-visual presentations for clients and in desktop publishing. Ms. Carrion is fluent in Spanish, with experience in the preparation of economics and business documents in the language.

Ms. Carrion has been with WEG for over 20 years. Ms. Carrion holds degrees in Business Administration and Office System Technologies from Miami-Dade College.

**The Washington Economics Group, Inc. (WEG)** has been successfully meeting client objectives since 1993 through economic consulting services for corporations, institutions and governments of the Americas. We have the expertise, high-level contacts, and business alliances to strengthen your competitive positioning in the growing marketplaces of Florida, Latin America and the Caribbean.

Our roster of satisfied clients, over the past 25 years, includes corporations, financial institutions, public entities, and non-profit associations expanding their operations in the Americas.

### **Exclusive Consulting Approach:**

Each client is unique to us. We spend considerable time and effort in understanding the operations, goals, and objectives of clients as they seek our consulting and strategic advice. We are not a mass-production consulting entity nor do we accept every project that comes to us. We engage a limited number of clients each year that require customized consulting services in our premier areas of specialization. These premier and exclusive services are headed by Founder and Senior Advisor J. Antonio (Tony) Villamil. Tony is a former U.S. Under Secretary of Commerce with over thirty-five years of experience as a business executive and as a senior public official of the U.S. and most recently of Florida.

### **Premier Consulting Services:**

*Economic Impact Studies* highlight the importance of a client's activities in the generation of income, output and employment in the market area serviced by the entity. These studies are also utilized to analyze the impact of public policies on key factors that may affect a client's activities such as tax changes, zoning, environmental permits and others.

*Strategic Business Development Services* are customized to meet client objectives. Recent consulting assignments include customized marketing strategies, country risk assessments for investment decisions and corporate spokesperson activities and speeches on behalf of the client at public or private meetings.

*Economic Development Strategies*. The firm supports cities, counties and states in developing targeted economic development plans and strategies to attract, retain and expand high-wage industries. Each plan is based on the factor endowments of the area, and in close coordination with public officials in charge of economic development.

**For a full description of WEG capabilities and services,  
please visit our website at:**

[www.weg.com](http://www.weg.com)

**The Washington Economics Group, Inc.**  
Representative Client List 1993-2019

Multinational Corporations	
ALSTOM	Lockheed Martin
Ameritech International	Lucent Technologies
Bureau Veritas (BIVAC)	MasterCard International
Carrier	MediaOne/AT&T
Carnival Corp.	Medtronic
Esso Inter-America	Merck Latin America
FedEx Latin America	Microsoft Latin America
Genting Group	Motorola
Hyatt	Phelps Dodge
IBM	SBC Communications
Joseph E. Seagram & Sons, Inc. (Vivendi)	Telefonica Data Systems
KPMG	Visa International
Construction and Real Estate Development Firms	
Areas USA, Inc.	Inland Port Systems, LLC
Barron Collier Companies	Landstar Development
Berkowitz Development Group	LXR Luxury Resorts
Boca Developers	Miami Asset Management Company, Inc.
CDS International	Miapolis, LLC
Century Homebuilders	Odebrecht Construction, Inc.
Codina Realty	Palazzo Las Olas Group, LLC
Chateau Group	Tate Capital
Empire World Towers, LLC	The Allen Morris Company
ESJ Capital Partners	The Related Group, Inc.
Ferro Investment Group, LLC	The Rouse Company
Flagler Development	The St. Joe Company
Florida East Coast Realty Inc.	Trammel Crow Company
Florida Realtors	WCI Development Companies
Engineering, Planning and Design Firms	
AECOM (DMJM Harris)	HNTB
Atkins (PBSJ)	Kimley-Horn and Associates
CDM Smith (Wilbur Smith Associates)	Parsons Brincherhoff
Golder Associates	Redevelopment Management Associates (RMA)
Colleges and Universities	
Alabama State University	Rocky Mountain College of Art and Design
Barry University	San Ignacio College
Eckerd College	Sistema Universitario Ana G. Méndez
Embry-Riddle Aeronautical University	St. Thomas University
Florida Agricultural & Mechanical University	University of Central Florida
Florida International University	Universidad Politécnica de Puerto Rico
Full Sail University	University of Florida
Keiser University	University of Miami
Los Angeles Film School	UM's Rosenstiel School of Marine and Atmospheric Science
Miami-Dade College	University of South Florida/ENLACE
Palm Beach Medical Education Corporation	University of South Florida
Law Firms	
Becker & Poliakoff	Gloria Roa Bodin, Esq.
Bilzin Sumberg	Greenberg Traurig, LLP
Carlton Fields	Holland & Knight, LLP
Colson Hicks Eidson	Steel Hector & Davis
DLA Piper	Tew Cardenas, LLP
Dunbar & Dunbar	
Financial Institutions	
ABN-AMRO Bank	First Union National Bank (Wells Fargo)
Advantage Capital	Hemisphere National Bank
Allen & Company	HSBC/Marine Midland
BNP Paribas	International Bank of Miami (First United Bank)
BAC Florida	Lazard Freres & Co.
Bank Atlantic Corp.	Mercantil Bank N.A.
BankUnited, FSB	Pan American Life Insurance Group (PALIG)
Barclays Bank	PointeBank, N.A.
ESJ Capital Partners	Seitlin Insurance
Espirito Santo Bank	Sun Trust Corporation
FBA	The Equitable/AXA Advisors
FIBA	TD Bank, N.A.
Fiduciary Trust International	Union Planters Bank of Florida (Regions)

## The Updated Economic Impacts of BayCare Health System on the Counties It Serves and on the State of Florida

Florida-Based Companies	
All Aboard Florida	Iberia Tiles
AmericanAirlines Arena	International Speedway Corporation (ISC)
Atlantic Sapphire	Jungle Island
BMI Companies	Lake Nona
Communikatz	Mercy Hospital
CoreMessages	Miami Dolphins
Daytona International Speedway	Nopetro LLC
Dosal Tobacco	Palm Beach Premier
Drivers Club Miami	Resorts World Miami (RWM)
Farm Stores	Ron Sachs Communications
Fishkind & Associates	Rolling Loud
Florida Hospital	Sprint of Florida
Florida Marlins	eMerge Americas Conferences
Florida Power & Light	The Biltmore Hotel
Flo-Sun Sugar Corp.	The Heat Group
Greater Miami Convention & Visitors Bureau	Ultimate Software
Greater Ft. Lauderdale Alliance	Ultra Music Festival
Homestead-Miami Speedway	VICTUS
Non-Florida-Based Institutions	
Darlington Raceway	Richmond International Raceway
Georgia Retail Federation	Talladega Superspeedway
Illinois Retail Merchant Association	The Seed Foundation
Indiana Retail Council	United States Tennis Association (USTA)
Kansas Speedway	Virginia International Raceway
Martinsville Speedway	Washington Retail Association
New Jersey Motorsports Park (NJMP)	Watkins Glen International
Progress Energy	
Public Institutions and Non-Profit Organizations	
Baptist Health South Florida	Greater Tallahassee Chamber of Commerce
BayCare Health System	Independent Colleges and Universities of Florida (ICUF)
Broward County Public Schools	Indian River County Chamber of Commerce
Career Source North Central Florida	Inter-American Development Bank
Chapman Partnership	Jackson Health Systems
Citizens of Clean Energy	Jacksonville Chamber of Commerce
City of Boca Raton	Jewish Community Services
City of Coral Gables	Louisiana Committee for Economic Development
City of Doral	Miami Marine Stadium
City of Plantation	Miami Museum of Science
City of West Palm Beach	Miami-Dade County Public Schools
Economic Development Commission of Collier County	Miami-Dade Expressway Authority
Economic Development Commission of Lee County	Miami Downtown Development Authority
Economic Development Commission of Mid-Florida	Palm Beach International Agricultural Summit
Enterprise Florida, Inc.	Port of Miami
Farm Share, Inc.	SEIU Florida
Florida Bankers Association	South Florida Progress Foundation
Florida Citrus Mutual	Space Florida
Florida Chamber of Commerce	State of Florida
Florida International Bankers Association	SW Florida Regional Chamber of Commerce
Florida Institute for Commercialization of Public Research	Sylvester Comprehensive Cancer Center
Florida League of Cities	Tampa-Hillsborough Expressway Authority
Florida Nursing Homes Alliance	The Beacon Council
Florida Outdoor Advertising Association	The Florida Bar
Florida Ports Council	The Florida Chamber Foundation
Florida Retail Association	The Florida Coalition for Capital
Florida Sports Foundation	United Nations Economic Development Program
Florida Venture Forum	United Teachers of Dade
Friends of Miami Marine Stadium	Visit Florida
Greater Tampa Chamber of Commerce	Zoological Society of Florida
Latin America-Based Institutions	
Allied-Domecq, Mexico	Mercantil Servicios Financieros, Venezuela
Association of Peruvian Banks	Peruvian Management Institute (IPAE)
Federation of Inter-American Financial Institutions (FIBAFIN)	The Brunetta Group of Argentina
Fonalledas Enterprises, Puerto Rico	