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On the cover: Adam Brzezinski, MD, chief resident of BayCare's Pediatrics Residency Program class of 2025, was a patient support technician in the pediatric ER at St. Joseph's Hospital before attending medical school.



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On the inside cover: Faces of some of BayCare's 32,875 team members in 2024.



A Message From Our President and CEO

To All the Communities We Serve,

It is with immense pride that I present to you our annual report for 2024 and its reflection on all the remarkable work that once again proved BayCare’s unwavering commitment to delivering excellence in health care to the communities of West Central Florida.

In a year when our region endured back-to-back hurricanes, our team once again demonstrated its dedication to our communities – from keeping patients safe during the storms to pitching in to help our communities and fellow team members recover afterward.

In this report, you will also learn more about our clinical excellence, innovative practices and ambitious growth. You will meet some of our extraordinary caregivers and their patients and find heartwarming examples of our community impact as well as inspiring stories of record-breaking philanthropy transforming pediatric care.

For these and countless other reasons, I am deeply proud to lead this extraordinary organization, where our team members are truly our greatest asset. I want you to know we are honored to be your health care provider of choice and that the entire BayCare team remains steadfast in our mission to improve the health of all we serve. Thank you for your continued trust and support.

Sincerely,

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

BayCare Board of Trustees

The BayCare Board of Trustees, comprised of established, well-respected members of our community, is entrusted to support the Mission, Vision, Values and strategic plan of our organization. The board helps ensure quality, growth, financial performance and strategic directives, while also strengthening our community involvement. As a 501(c)(3) not-for-profit organization, BayCare is overseen by a volunteer Board of Trustees that includes representation from its founding member organizations.

A Message From Our Board of Trustees Chair

Dear Community Members and Friends,

As the chair of the board for BayCare, I’m honored to volunteer my time with one of the nation’s top-performing health care systems, the largest in West Central Florida.

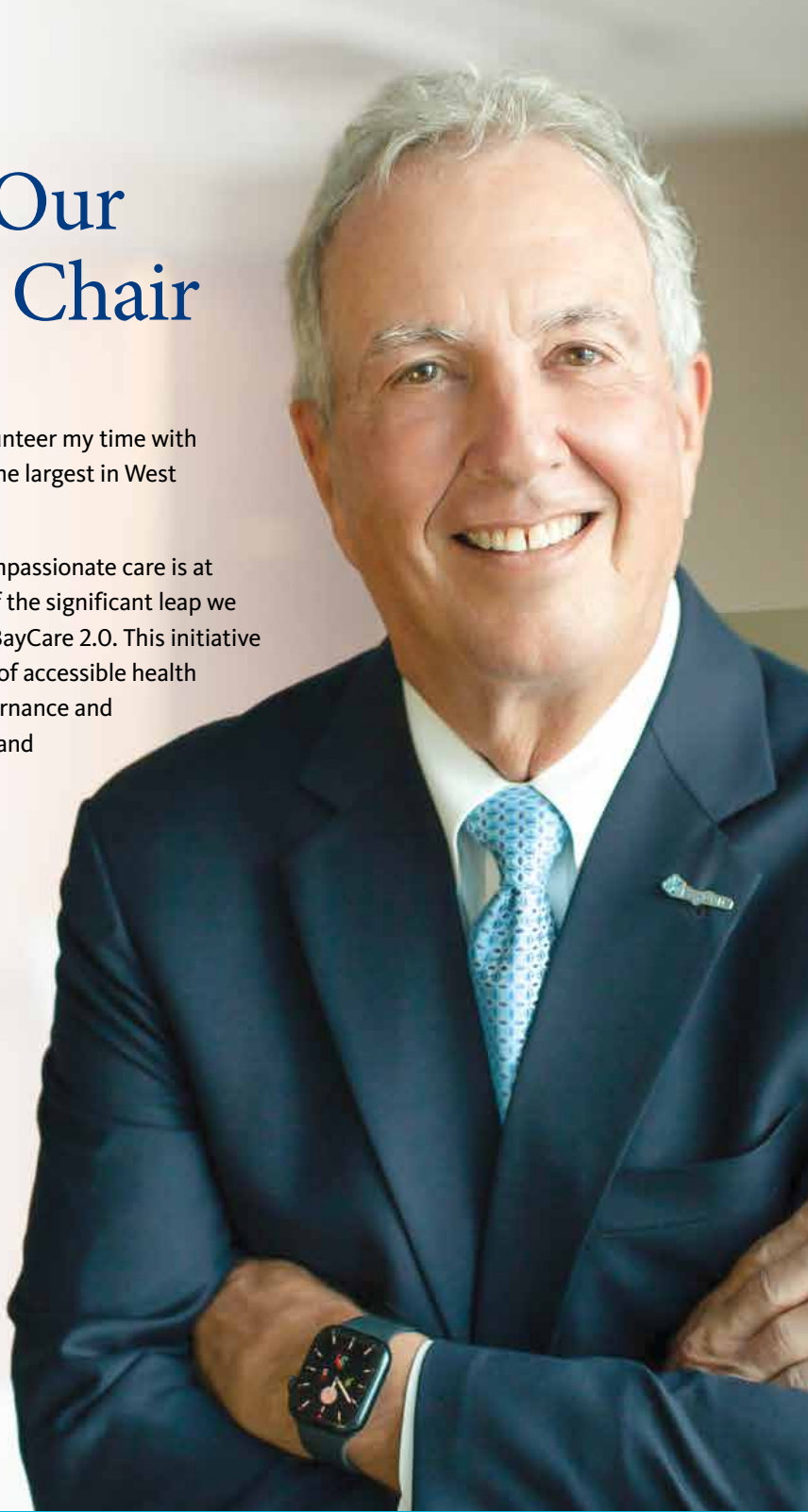
BayCare’s commitment to delivering high-quality and compassionate care is at the heart of everything we do. That is why I’m so proud of the significant leap we took in 2024 with a bold corporate restructuring we call BayCare 2.0. This initiative ensures that our not-for-profit mission remains a beacon of accessible health care for generations to come. It’s a testament to our governance and leadership teams, driven by a shared vision of excellence and an uncompromising commitment to our communities.

As we celebrate this milestone, I also want to recognize our outstanding team members and the incredible progress we’ve made in quality, safety, service, engagement and cost management. Their dedication and passion are what truly define us.

Our commitment to you and your families is unwavering. Together, we will continue to provide the highest standard of health care. Thank you for allowing us to serve you.

With gratitude,

Jim Cantonis
Chair, BayCare Board of Trustees



Officers February 2023 – February 2025

Jim Cantonis, *Chair*
Ralph Garcia, *Vice Chair*
Charlie Osterholt, *Secretary-Treasurer*

Officers February 2025 – February 2027

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

Board Members

Alan Bomstein	Stephanie Conners	Gay Lancaster
Jennifer Buck, MD	Benjamin “Benje” Damsker	Susan Latvala
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About BayCare

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

History

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

BayCare Today

BayCare Health System operates 16 hospitals, including a children's hospital with a pediatric trauma center; has a robust physician group, BayCare Medical Group; and provides extensive outpatient services. It's also the region's largest provider of pediatric and behavioral health services and it operates one of the state's largest home care services, BayCare HomeCare, across 13 counties. BayCare sponsors **BayCarePlus®**, a suite of Medicare Advantage plans. Backed by sound financial stewardship, BayCare has maintained a deep commitment to investing a significant portion of revenues back into the community.

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

Mission

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

Vision

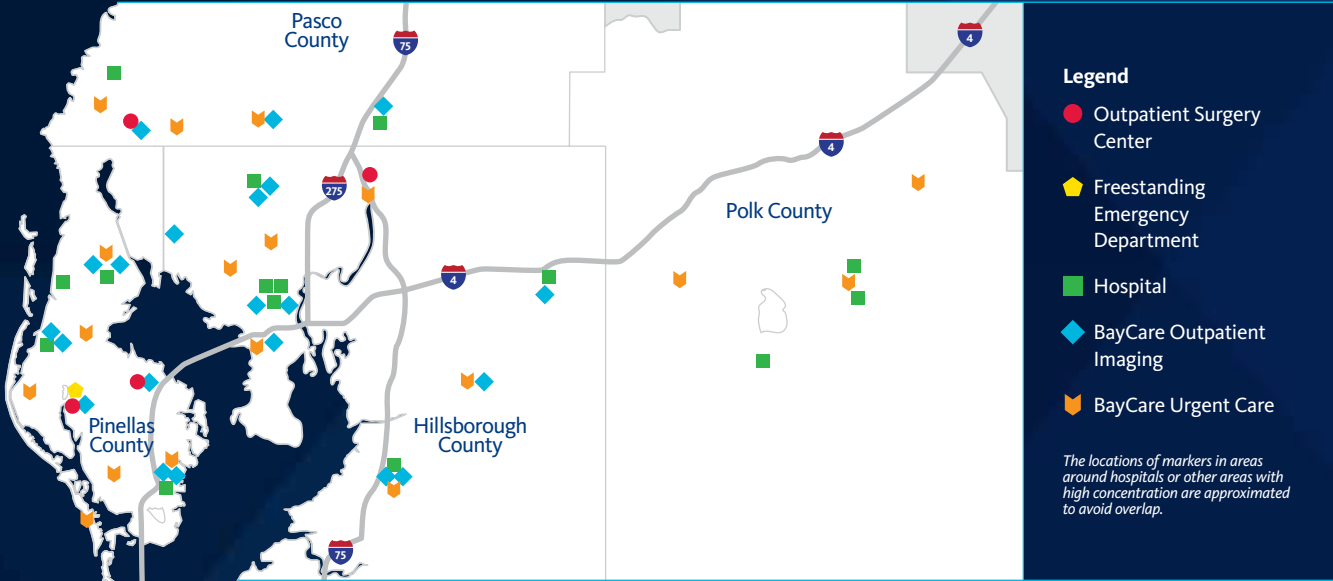
BayCare is the best place to work, receive and provide care. We are powered by an extraordinary team that delivers quality, drives innovation and embraces inclusivity.

Values

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

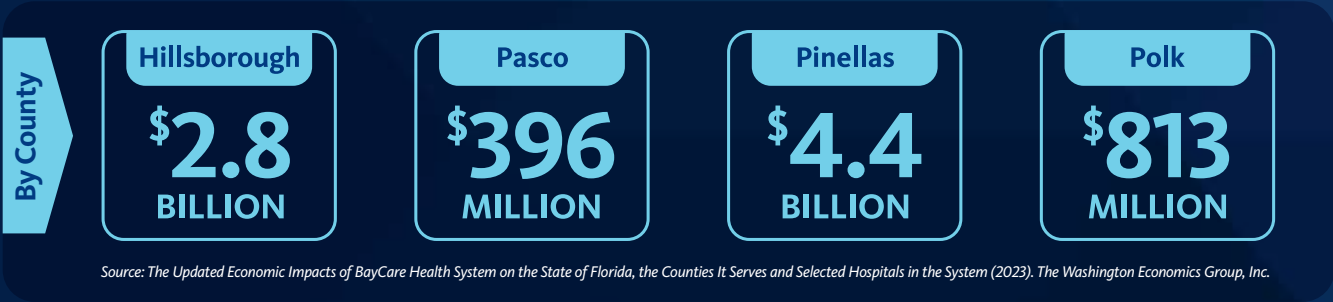
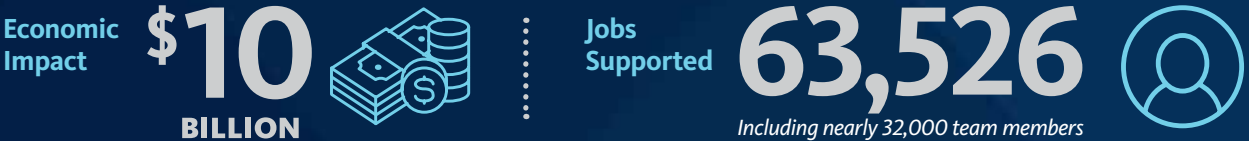
An Integrated System Built for West Central Florida

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



An Economic Engine for Florida

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



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Our Network

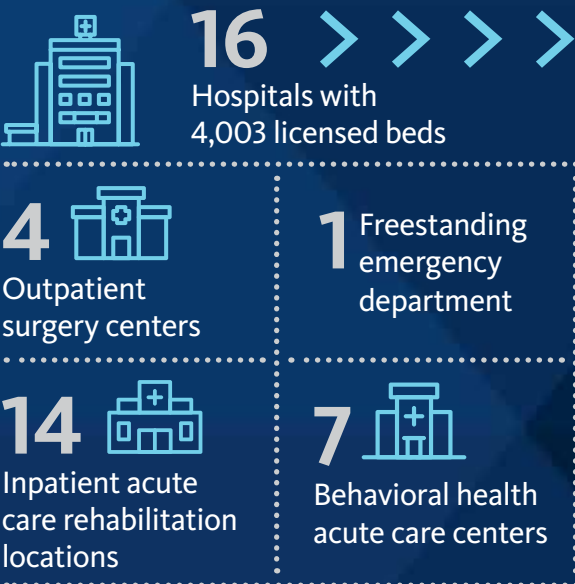
Community-Based Care in 2024



BayCarePlus® Medicare Advantage Plan, sponsored by BayCare

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

Acute Care in 2024



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

Post-Acute Care in 2024



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



The Relentless Pursuit of Clinical Excellence

BayCare's true north is clinical excellence, and its hallmark is continuous improvement and a commitment to innovative, research-driven, patient-centered care.

From developing and testing new heart procedures and devices, to participating in trials of a just-approved drug to treat a potentially deadly cancer in children, to expanding graduate medical education programs to bring more physicians to West Central Florida, BayCare works to deliver the highest quality of care and compassion in the region. That's why, in 2024, more than 94,000 patients chose BayCare facilities for their surgeries and more than 7,000 providers treated their patients at BayCare hospitals and medical offices. On the following pages, we invite you to read about some of the many clinical milestones BayCare achieved during 2024.

"The practice of medicine is constantly evolving and BayCare is committed to being at the forefront."

– **Stephanie Conners**, BayCare President and CEO

BayCare Creates Clinical Institutes

BayCare is nationally recognized as a health care system that successfully melds clinical excellence with compassionate care. Continuing to innovate, BayCare in 2024 implemented a new, systemwide approach to organizing and delivering clinical offerings by creating six clinical institutes – an approach that’s expected to expand the breadth and depth of BayCare’s clinical services.

The institutes are BayCare Cancer Institute, BayCare Heart and Vascular Institute, BayCare Kids, BayCare Neuroscience Institute, BayCare Orthopedic Institute and BayCare Women’s Institute. Each will oversee the creation of Comprehensive Care Centers (CCCs) for treating patients with specific conditions or diagnoses. The CCCs provide patients with seamless access to BayCare’s most advanced care for their condition, with specially trained patient navigators to guide them through the steps to their recovery. BayCare’s first CCC, the Comprehensive Total Joint and Revision Center, was launched by the BayCare Orthopedic Institute in October 2024 at Mease Dunedin Hospital. Many more CCCs for all the institutes are planned over the next five years.

To establish a CCC, medical specialties at BayCare hospitals must first meet rigorous standards set by the health care system for quality of care, patient volume, facility space, available technology and amount of physician experience. In some instances, enhancements such as the latest medical technology, more physicians or surgeons, or multidisciplinary team members with specific skill sets are required to satisfy the criteria.

The pace of CCC launches will accelerate as BayCare hospitals complete the standards. CCCs focused on atrial fibrillation, epilepsy, back pain and spine conditions, advanced heart failure, joint replacement, and breast and gynecological cancer are projected to launch during 2025, all focused on delivering the highest level of care BayCare provides.

“BayCare created clinical institutes to improve patient care coordination, enhance quality by standardizing clinical practices and optimize resource allocation by focusing on specific patient populations across the entire care continuum,” said Kristen Vogl, BayCare vice president for service lines. “This allows BayCare to deliver a more streamlined and efficient care experience to all patients within our communities. Our focus is to utilize a data-driven strategy to provide the right care, in the right place, at the right time and at the right cost.”

The institutes are BayCare Cancer Institute, BayCare Heart and Vascular Institute, BayCare Kids, BayCare Neuroscience Institute, BayCare Orthopedic Institute and BayCare Women’s Institute. Each will oversee the creation of Comprehensive Care Centers (CCCs) for treating patients with specific conditions or diagnoses.



“Research is really the best way for us to bring the potential latest and greatest new techniques and devices to our patients.”

–Joshua Rovin, MD



Ruth Rettig with BayCare Medical Group interventional cardiologist Dr. Parag Patel.

Research Produces Better Care

BayCare helped advance the future of medicine in 2024 through participation in almost 500 health research projects, including 290 sponsored clinical trials. The health care system participates in research projects both within the United States and internationally, enhancing BayCare’s role in global medical research. Some clinical trials last for years, with researchers continuing to follow patients in the trials and closely documenting their health status.

BayCare conducts original research projects but also is sought out by some of the nation’s best-known hospital systems, academic institutions and manufacturers of medical devices and drugs to participate in their own trials, thereby giving BayCare patients access to potential cutting-edge treatments before they’re available on the market.

One direct beneficiary of BayCare’s participation in clinical trials of renal denervation, a minimally invasive procedure to treat high blood pressure, was Ruth Rettig, whose high blood pressure no longer was controlled by conventional treatments, greatly increasing her risk of strokes, heart attacks and heart failure.

Ruth was the first BayCare patient outside of a clinical trial to undergo renal denervation. Performed by Dr. Parag Patel, a BayCare Medical Group interventional cardiologist at Mease Countryside Hospital, the procedure uses thermal energy to disable hyperactive nerves near the kidneys that contribute to high blood pressure.

“I’m excited and grateful that I had this option,” Ruth said.

“Research is really the best way for us to bring the potential latest and greatest new techniques and devices to our patients,” said Joshua Rovin, MD, a cardiovascular surgeon at Morton Plant Hospital in Clearwater who has participated in research for years. “It’s part of our job to do that for the community.”

BayCare Cares for Children – And Their Families

Today, 5-year-old Brooks Miller is thriving. He attends school, plays sports and enjoys time with his siblings. But at 8 days old, he underwent his first open-heart surgery at St. Joseph's Children's Hospital after he was diagnosed with hypoplastic left heart syndrome, in which the left side of the heart is severely underdeveloped. Brooks would need three more open-heart surgeries over the next four years.

“Brooks is doing better than I ever expected, to the point where, honestly, I don’t think about his heart condition every day anymore,” said his father, Ray Miller. “When you go through something like this, you know you obviously need the best medical care. You also need the best human care to take care of you.”

Ray describes the care Brooks received as “the BayCare effect” — comprehensive care that supports not just the patient but the entire family.



 Watch Brooks' parents tell his story at [BayCare.org/Annual-Report](https://www.baycare.org/Annual-Report).

National Recognition for BayCare Pediatric Care

BayCare is the largest provider of pediatric care in West Central Florida, with thousands of families in the region and beyond trusting BayCare Kids to take care of their children.

Nationally recognized St. Joseph's Children's Hospital (SJCH) in Tampa houses the 24-hour Steinbrenner Emergency Trauma Center for Children and the Bayless Cancer Institute. The Patel Children's Heart Institute at SJCH is the largest congenital heart disease program in West Central Florida and partners with the University of Pittsburgh Medical Center Children's Hospital so patients can receive the highest level of treatment for congenital heart disease. Two other BayCare hospitals also specialize in pediatrics: Mease Countryside Hospital in Safety Harbor and St. Joseph's Hospital-South in Riverview.

Here are a few of BayCare's achievements in pediatric care during 2024:

Hope for a Rare Form of Cancer: For more than two decades, pediatric oncologist-hematologist Dr. Don Eslin participated in clinical trials of treatments for neuroblastoma, an often-fatal cancer that afflicts mostly infants and children, including a trial of a drug known as DFMO. He and other researchers and physicians celebrated in late December 2023 when the U.S. Food and Drug Administration approved DFMO for treatment of neuroblastoma, making this life-changing treatment more accessible for the children who need it.

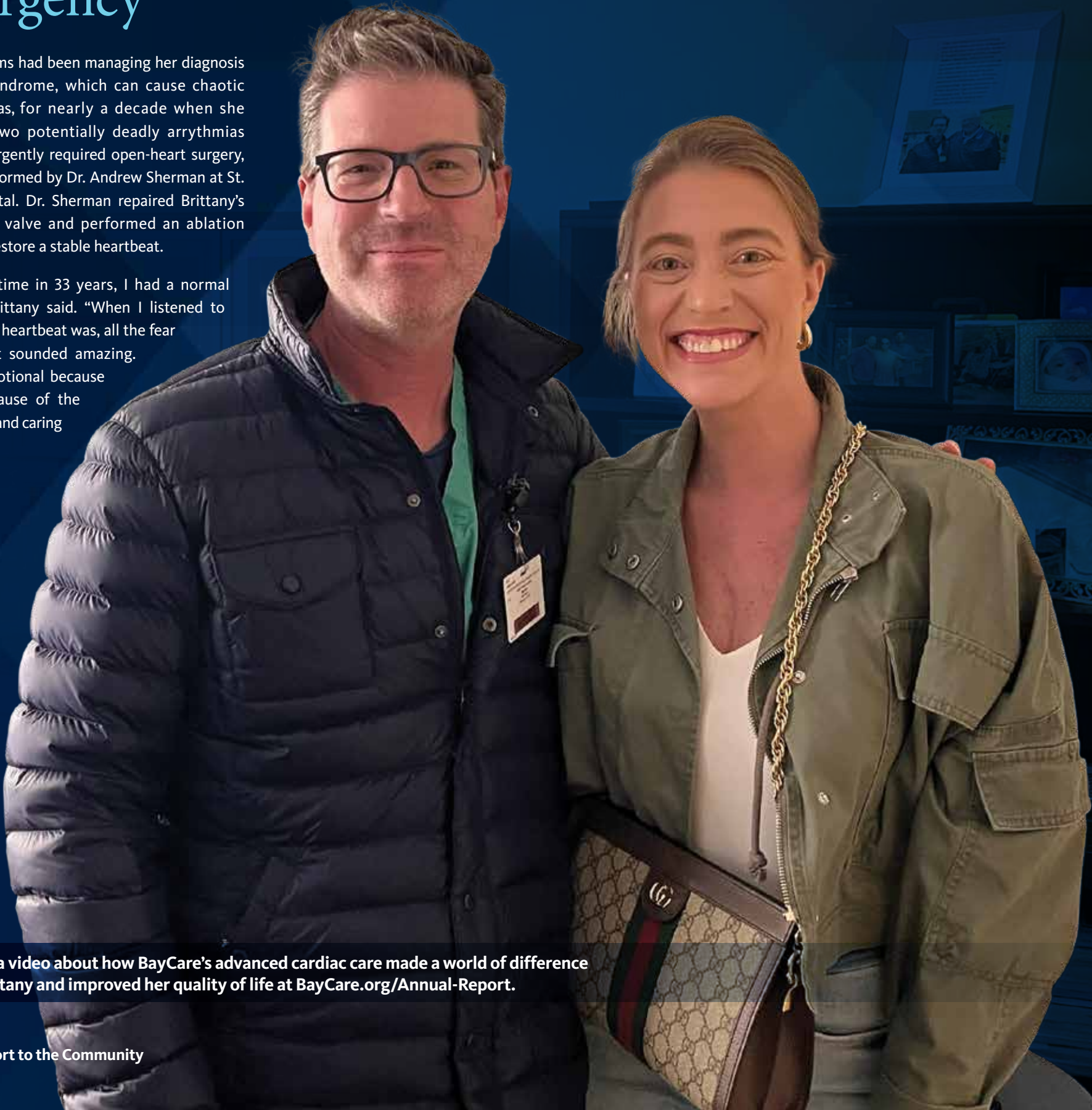
Miniature Pacemaker for a Teen: In a first among local hospitals, Dr. Kelvin Lau of BayCare's Patel Children's Heart Institute implanted a leadless pacemaker about the size of a large vitamin capsule directly into a pediatric patient's heart without opening the chest. This procedure, conducted through a vein in the leg, provided relief for a teen born with a congenital heart block who had recently experienced multiple episodes of dizziness and fainting related to the condition. “As a regional leader in cardiovascular care, we’re committed to continuously broadening our treatment options for our congenital heart patients,” said Dr. Lau. “We’re excited to be able to offer this advanced technology to our pediatric patients.”

Standing Tall After Spinal Surgery: Dr. David Siambanes, a BayCare Medical Group pediatric orthopedic surgeon, specializes in spinal procedures at St. Joseph's Children's Hospital. One of his patients, 17-year-old Madison Lockert, was born with hypotonic cerebral palsy and developed severe scoliosis as a teen, which curved her spine to a painful 98-degree angle that limited her ability to walk. Following an eight-hour spinal fusion surgery by Dr. Siambanes and his team, Madison gained the ability to stand tall. “She’s so much happier,” said her mother, Grace Lockert. “Her quality of life is so much better, and she can now even walk longer distances. It’s just incredible what Dr. Siambanes and his team were able to achieve.”

Triumph Over Cardiac Emergency

Brittany Williams had been managing her diagnosis of long QT syndrome, which can cause chaotic heart arrhythmias, for nearly a decade when she experienced two potentially deadly arrhythmias at once. She urgently required open-heart surgery, which was performed by Dr. Andrew Sherman at St. Joseph's Hospital. Dr. Sherman repaired Brittany's leaking mitral valve and performed an ablation procedure to restore a stable heartbeat.

"For the first time in 33 years, I had a normal heart rate," Brittany said. "When I listened to how strong my heartbeat was, all the fear left because it sounded amazing. It was just emotional because it was all because of the care I received and caring people."



▶ Watch a video about how BayCare's advanced cardiac care made a world of difference for Brittany and improved her quality of life at [BayCare.org/Annual-Report](https://www.baycare.org/Annual-Report).

A Year of Firsts in Advancing Heart Care

BayCare continued to be nationally recognized for its quality of heart care in 2024:

- Morton Plant Hospital was named among the top 10% in the nation for cardiac surgery by Healthgrades.
- The Society of Thoracic Surgeons ranked BayCare in the top 10% for open-heart outcomes and BayCare's open-heart centers achieved the highest 3-star rating in 2024.

Additional heart-related innovations and achievements in 2024:

Robotic-Assisted Bypass Surgery: Morton Plant Hospital completed its first robotic-assisted, minimally invasive coronary artery bypass surgery, making it one of only two hospitals in the region to offer the procedure, which replaces open-chest heart surgery with four small incisions between the ribs and provides a shorter recovery time. Cardiothoracic surgeon Dr. Michael Kayatta and cardiovascular surgeon Dr. John Offenloch performed the first procedure.

A Restenosis Solution: Morton Plant Hospital and BayCare Medical Group interventional cardiologist Dr. Lang Lin were the first in the Tampa Bay area to use a drug-coated balloon to treat the challenging condition of in-stent restenosis, which occurs when previously stented arteries narrow due to plaque or scar tissue. The balloon catheter reopens the stent and releases drugs to prevent the buildup of scar tissue.

New Procedures for AFib: Physicians at Morton Plant Hospital and St. Joseph's Hospital were the first locally to offer patients an innovative procedure for treating atrial fibrillation (AFib), an irregular heartbeat or arrhythmia, by using pulsed field energy to destroy heart tissue causing the AFib. In a separate development, two physicians at St. Joseph's Hospital leveraged new industry technology and their expertise to develop a new procedure to treat AFib that they're now teaching to other physicians around the country.

Brittany Williams poses with her BayCare surgeon, Dr. Andrew Sherman, following her recovery.

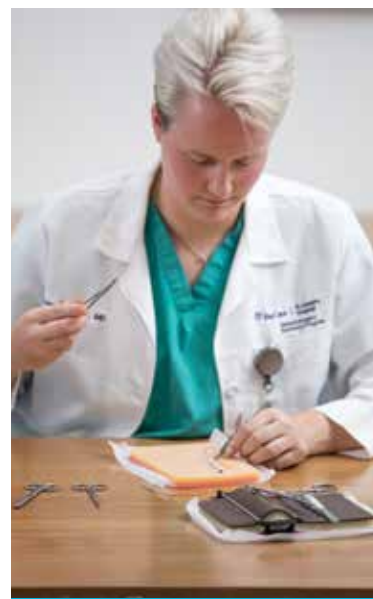


BayCare Graduate Medical Education Residency Programs Are Thriving

BayCare's commitment to ensuring West Central Florida has the physicians it needs in the future continued to grow in 2024 with 145 resident physicians across nine accredited programs. BayCare received accreditation approval for three more programs in 2024 to begin in the 2025-26 academic year, another step in the health care system's plan to expand graduate medical education (GME) to 650 residents by 2029.

"With BayCare, resident physicians not only learn how to deliver compassionate care, they also learn to continue to challenge themselves to deliver the best clinical care," said Dr. Sowmya Viswanathan, BayCare's chief physician executive.

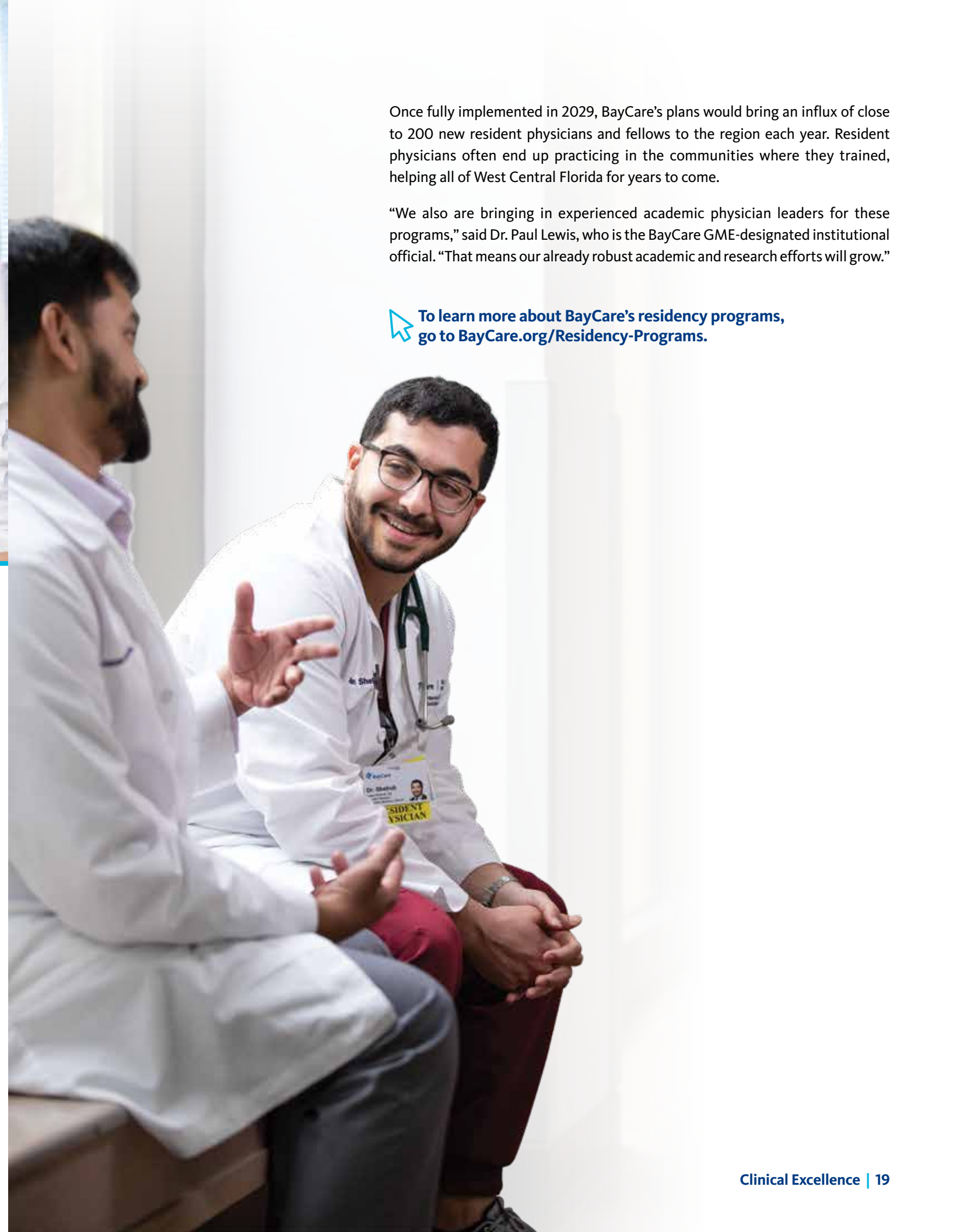
In 2024, BayCare sponsored or partnered in GME programs in General Surgery, Internal Medicine, Family Medicine, Pediatrics, Psychiatry, Sports Medicine and Transitional Year. BayCare also has post-graduate programs in Pharmacy and graduate-level programs in Respiratory Therapy.



Once fully implemented in 2029, BayCare's plans would bring an influx of close to 200 new resident physicians and fellows to the region each year. Resident physicians often end up practicing in the communities where they trained, helping all of West Central Florida for years to come.

"We also are bringing in experienced academic physician leaders for these programs," said Dr. Paul Lewis, who is the BayCare GME-designated institutional official. "That means our already robust academic and research efforts will grow."

 To learn more about BayCare's residency programs, go to [BayCare.org/Residency-Programs](https://www.baycare.org/Residency-Programs).





2024 Clinical Excellence Awards and Accolades

In 2024, BayCare ranked nationally among health systems for clinical quality and outcomes, safety and patient experience.

BayCare Outperforms Counterparts in CMS Quality Rankings

BayCare hospitals collectively outperformed their counterparts nationally in the 2024 Hospital Quality Star Ratings by the Centers for Medicare & Medicaid Services (CMS). Six of nine eligible hospitals scored 4 or 5 stars out of 5, compared with 40% of hospitals nationally. When 3-star ratings were included, 88% of BayCare hospitals performed at that level or higher, compared to 69% of hospitals nationally.

Healthgrades Recognition for Clinical Outcomes

BayCare hospitals received numerous 5-star (top) ratings for exceptional performance in specific areas of care from Healthgrades, which rates hospitals based on clinical outcomes across 31 conditions and procedures. The analyses are based on 45+ million Medicare medical claims at over 4,500 hospitals nationwide for the most recent three-year period.

Morton Plant Hospital

- Named Among the Top 10% in the Nation for Cardiac Surgery
- America's 100 Best Hospitals for Spine Surgery™

St. Joseph's Hospitals

- Named Among the Top 10% in the Nation for Stroke Care

Winter Haven Hospital

- America's 100 Best Hospitals for Spine Surgery™



Earning A's for Patient Safety

Nine of BayCare's acute-care hospitals earned "A" grades in the Fall 2024 Leapfrog Safety Grades, eight* of which earned Leapfrog's elite "Straight A" designation – an "A" in at least five consecutive cycles of the Leapfrog Hospital Safety Grade.

- | | |
|------------------------------------|--------------------------------|
| ■ Mease Countryside Hospital* | ■ St. Joseph's Hospital* |
| ■ Mease Dunedin Hospital* | ■ St. Joseph's Hospital-North* |
| ■ Morton Plant Hospital* | ■ St. Joseph's Hospital-South* |
| ■ Morton Plant North Bay Hospital* | ■ Winter Haven Hospital |
| ■ St. Anthony's Hospital* | |

A Leader in Heart and Stroke Care

The Society of Thoracic Surgeons ranked BayCare in the top 10% for open-heart outcomes.

- BayCare's open-heart centers achieved the highest 3-star rating in 2024.
- Morton Plant Hospital, St. Joseph's Hospital and Winter Haven Hospital were placed in the top 10% of hospitals in the nation for cardiac outcomes.

Additionally, BayCare's stroke programs received multiple American Heart Association's Get With The Guidelines Quality Achievement Awards.

- Get With the Guidelines–Gold Plus Achievement: Mease Dunedin Hospital, Morton Plant Hospital, St. Anthony's Hospital, St. Joseph's Hospital, St. Joseph's Hospital-South and Winter Haven Hospital
- Get With the Guidelines–Silver Plus Achievement: Mease Countryside Hospital, St. Joseph's Hospital-North and South Florida Baptist Hospital

Top-Rated Maternal Care

Maternal Levels of Care Verification is a voluntary certification through The Joint Commission. Which level of verification to apply for is based on community needs and level of complexity addressed.

- St. Joseph's Women's Hospital was named a level IV maternal care-verified facility, the highest level of certification in maternal care offered by The Joint Commission in collaboration with the American College of Obstetricians and Gynecologists (ACOG).
- Mease Countryside Hospital, Morton Plant Hospital and Winter Haven Women's Hospital attained a level II maternal care verification from The Joint Commission and ACOG.
- St. Joseph's Hospital-South and South Florida Baptist Hospital both received an Excellence in Maternity Care, Reducing Unnecessary C-Sections Award from the Florida Department of Health and the Agency for Health Care Administration.

Press Ganey Awards: Setting a Standard for Patient-Centered Experience

BayCare earned 20 Press Ganey Human Experience Awards for 2024, reflecting BayCare's performance among the top 5% of health care systems in the country. The annual awards are based on patient and provider surveys of more than 41,000 health care facilities.



Weathering the Storms

Hurricane season 2024 will be remembered for decades by the residents of West Central Florida because it brought two major hurricanes within two weeks of each other. Hurricane Helene's torrential rains in late September caused devastating flooding, with U.S. damages estimated at \$55 billion. Hurricane Milton's rain and extreme winds in early October caused another \$60 billion in property damage.

As many residents evacuated the region ahead of those hurricanes, many BayCare team members left their homes, too. They packed a bag and headed to work. Some 16,000 BayCare team members worked through the two hurricanes or their immediate aftermaths, caring for 22,000 patients during those storm shifts or performing other duties to ensure that health care system operations went as smoothly as possible.

It wasn't easy.

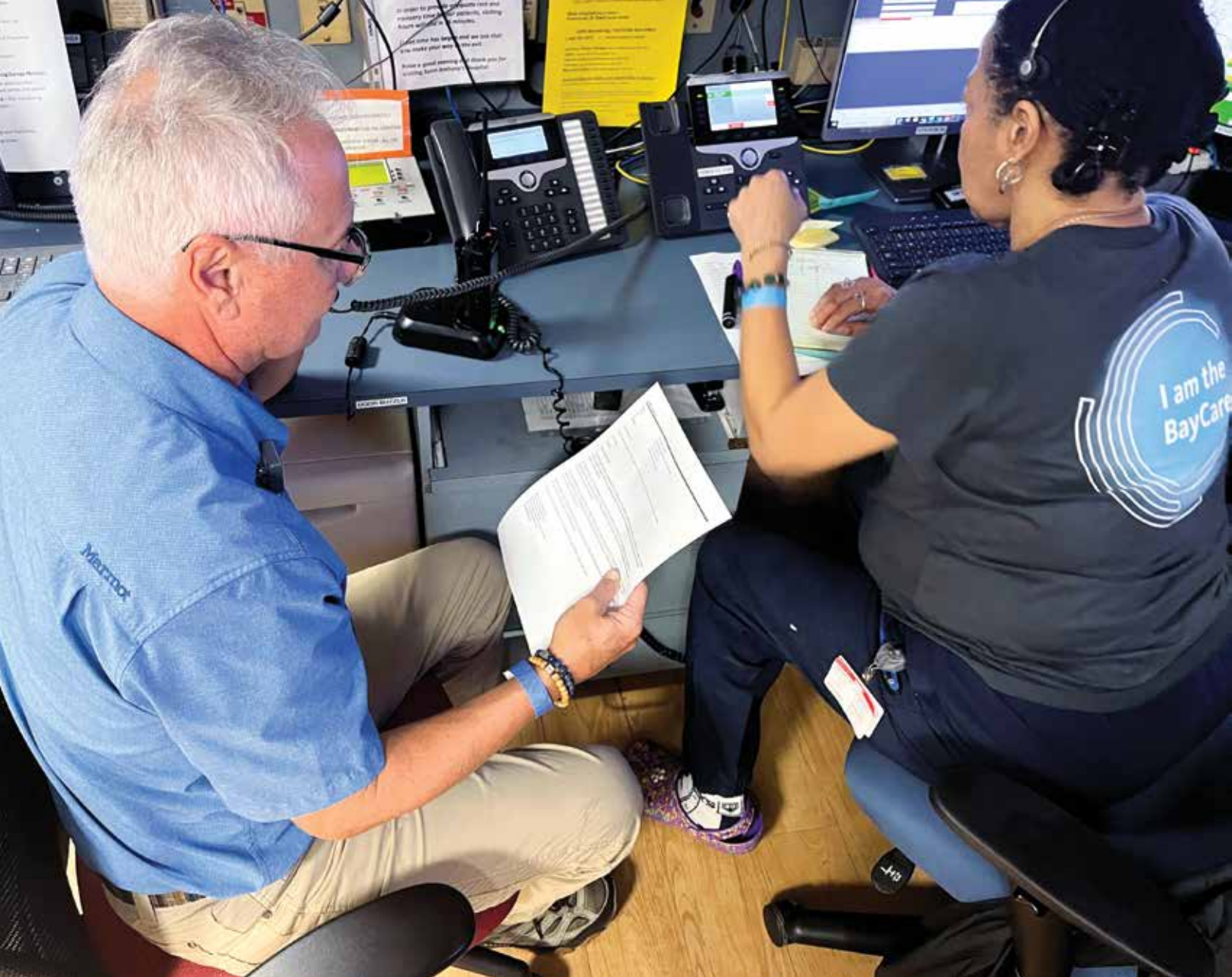
A Night of Challenges

Late in the evening on Wednesday, October 9, 2024, St. Anthony's Hospital in St. Petersburg was buttoned up for the approach of Hurricane Milton, the second hurricane in less than two weeks to aim for the west coast of Florida. Rain and high winds were expected, but at 52 feet above sea level, the hospital wasn't at risk from storm surge. Leaders and staff felt well prepared. There were 800 team members and physicians in the hospital – two shifts – and 361 patients. All was quiet.

As evening approached, the hospital's central supply area began to flood from pouring rain. At 6 p.m., St. Petersburg officials informed the hospital that sewage treatment plants were shutting down. At 10:30 p.m., the city called again to say a water main had broken; the hospital would be without water by midnight. A hospital without potable water couldn't perform certain medical procedures such as dialysis, couldn't bathe patients or clean rooms, couldn't let patients use bathrooms, couldn't prepare regular meals.

In the middle of the night, an internet outage disrupted communications, leaving nurses unable to access or update patient records. Handwritten notes on paper replaced computer messages. Most desktop phones didn't work, so St. Anthony's Hospital couldn't communicate with other BayCare hospitals or state or local officials. When weather conditions permitted, hospital leaders climbed seven

During Hurricane Milton, St. Anthony's Hospital President Scott Smith had to go to the roof of the hospital parking garage to get a cell phone signal.



St. Anthony's Hospital President Scott Smith read announcements over the intercom after other messaging systems went out during the hurricane.

flights to the top of the parking garage to get a signal on their cell phones. In a final surprise, two of the hospital's three generators stopped after an electronic monitor failed to signal the need for more fuel.

It was a long night that required constant accommodation to the unexpected conditions inside the hospital. A legacy well on the hospital site was tapped to provide water for the hospital's cooling tower. Bottled water and portable commode liners were distributed to all patient rooms. Food and Nutrition Services pivoted quickly, organizing a continental breakfast, bagged lunches and a food truck for Thursday dinner. After the generators stopped, the hospital shifted to an uninterrupted Duke Energy feed.

Hurricane Milton left its mark on West Central Florida, but with hard work, creativity and commitment, St. Anthony's Hospital weathered the storm. And every patient, team member and physician was safe.



(Clockwise from top) Morton Plant North Bay Hospital team and family members distributed free food after the storm; Morton Plant Hospital nurse managers Lenore Mantovani, Delia Jones and Matthew Johnson helped serve lunch in the cafeteria; St. Anthony's Hospital nurse managers who were on duty during Hurricane Milton gathered to pray following the storm.

Help for the Community

St. Anthony's Hospital wasn't the only BayCare hospital that encountered challenges from the hurricanes. Morton Plant North Bay Hospital was evacuated prior to Hurricane Helene because it's located in a mandatory evacuation zone along the Pasco County coastline. A couple of BayCare behavioral health facilities evacuated patients and the Bardmoor Emergency Center in Largo closed.

BayCare operates hundreds of locations, and while some experienced minor damage from water leaks or wind, most were back to normal operations in a day or two. However, the community wasn't, and as the largest health care provider in the region, BayCare stepped up.

Hours after Hurricane Milton departed the area, BayCare partnered with the federal government to set up a Disaster Medical Assistance Team in Tampa to expand access to emergency care following the back-to-back storms. BayCare found additional ways to help the community by hosting emergency food and water distributions on its properties; providing locations and volunteers for state fuel depots so health care workers could get to work; and donating \$300,000 to Feeding Tampa Bay, Metropolitan Ministries and the St. Petersburg Free Clinic for their hurricane-related relief work.

Some of BayCare's 33,000 team members were among the area residents whose homes were heavily damaged or destroyed by the hurricanes. BayCare quickly established a hurricane relief fund so team members could donate money to help their colleagues. BayCare committed up to \$10 million to match the donations 2:1.

"At BayCare, we know that our strength as a community is defined by how we come together in times of need," said BayCare President and CEO Stephanie Connors. "We're proud to help provide critical resources and support to those affected. Together, we're helping to rebuild lives and foster resilience in our community."





■ Advancing the Patient-Provider Experience

Through leading-edge technologies and new practices, BayCare drives innovation at every level of health care. Every day, BayCare is exploring ways to improve patient care and create better experiences for patients, providers and team members.

In 2024, that meant a deeper investment in digital tools that help patients get the care they need when they need it, including the online patient portal, the mobile application, telehealth and other virtual care platforms. By enhancing access to care and self-service capabilities for patients while improving efficiency, everyone wins.

BayCare's \$33 million proton therapy center broke ground in September, and it's expected to be the first in West Central Florida to provide precise treatments that target cancerous tumors while minimizing radiation and impacts on healthy tissue. BayCare also invested in advanced cancer technology by purchasing new linear accelerators to improve treatment in cancer centers at St. Anthony's, St. Joseph's and Winter Haven hospitals.

BayCare became one of the first health care facilities to adopt Amazon's Just Walk Out technology at St. Joseph's Hospital's Seasons Cafe, making the full-service cafeteria's mealtimes easier by eliminating checkout lines. The Just Walk Out technology helps serve more than 2,000 customers 24 hours a day, Monday through Saturday, and most of Sunday.

Patients today expect health care tailored to their needs and preferences, and BayCare is driving new technologies to meet those expectations. The heart of innovation at BayCare is to make health care more personal, more accessible, more efficient and more exceptional, year after year.

Dr. Dan LaBarbera, assistant medical director of BayCare Medical Group, speaks via video conference with Rita Thackery, BayCare Virtual Hospital's first patient.

More Digital Tools for Connected Patient Experience

By focusing on the patient experience while growing its digitally enabled health care ecosystem, BayCare continued to redefine health care delivery in 2024, meeting patients at the right time and right place with the right care.

The BayCare patient portal and its newer, user-friendly mobile app put the power of personalized care at patients’ fingertips by empowering them to easily find physicians and schedule visits, access health history and test results, communicate with their doctors and even manage the cost of care.

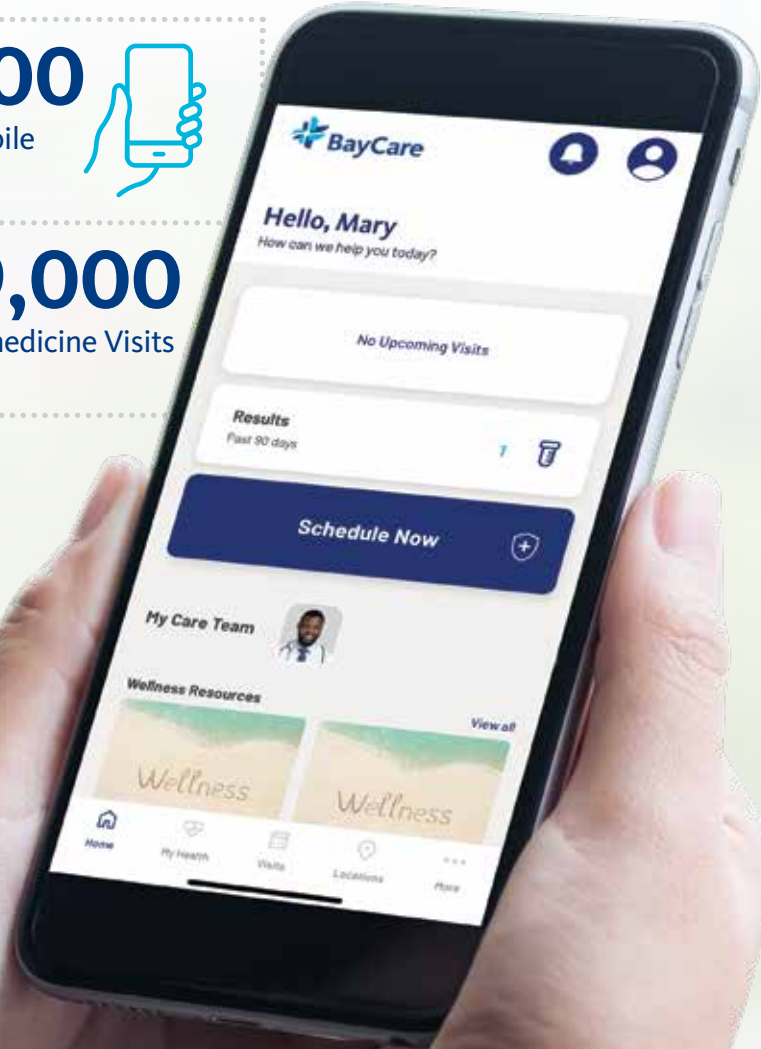
Connected Patients in 2024

838,000
Patient Portal Users

57,000
BayCare Mobile App Users

343,000
Digital Booking Interactions

19,000
Telemedicine Visits



St. Joseph’s Hospital was the first health care facility to use Amazon’s Just Walk Out checkout-free technology in its cafeteria in April 2024. Cameras visible in the ceiling track customer selections to eliminate checkout lines.



St. Anthony’s Hospital nurse manager Liza Redmond interacts with a patient using a voice technology application for nursing.

Helping Manage Chronic Conditions

To help empower patients who have chronic conditions and improve outcomes, BayCare Medical Group (BMG) implemented remote patient monitoring with responsive virtual care for patients with hypertension, congestive heart failure and type 2 diabetes. Using a robust technology platform in partnership with chronic disease management company Cadence, BayCare captured real-time vital signs such as weight, blood pressure, heart rate and glucose levels to share with each patient’s primary care physician and Cadence’s clinical care team. This allowed BMG physicians to deliver personalized and proactive care to a subset of patients in the Cadence cohort.

Virtual Hospital Care in the Comfort of Home

BayCare launched a new way to deliver care to patients in their homes: BayCare Virtual Hospital. Led by St. Joseph’s Hospital-South and BayCare Ambulatory Services, the service provided in-person visits from skilled nurses, a daily virtual visit by a health care provider and remote monitoring of patients who met qualifications and chose to receive BayCare’s extraordinary care in the comfort of their own homes.

BayCare Virtual Hospital was a perfect fit for retired nurse Rita Thackery, who needed wound care and intravenous antibiotics to prevent infection after an injury to her ankle. “The care team clearly knew what they were doing. They took great care to make sure I was healing properly and that I was comfortable. It was a great experience to be able to recover at home,” Rita said.

Transforming Nurse-Patient Conversations at the Bedside

In 2024, BayCare launched a pilot project to determine if nurses could get more quality time with their patients if they could speak that important clinical information into a device that would convert it to text. Nurses and patient care technicians in the cardiac unit at St. Anthony’s Hospital in St. Petersburg began documenting into the electronic medical record by speaking clinical updates directly into secure Aiva software on BayCare-issued iPhones. Their words were transcribed to text, and onscreen transcription allowed them to confirm accuracy before saving the information to the patient’s electronic medical record.

“At BayCare, we believe that innovation and technology is key. It’s part of our vision statement. Innovation and quality patient care go hand-in-hand,” said Nicole Gitney, vice president of Nursing Informatics.

“Once again, BayCare is on the leading edge of the future of medicine.”
– Dr. Chris Bucciarelli, Vice President and Chief Medical Officer of Ambulatory Services

“BayCare plans to remain West Central Florida’s provider of choice for decades to come.”
– Stephanie Conners, BayCare President and CEO

Growing With West Central Florida

As West Central Florida continues to grow, its largest not-for-profit health care provider is committed to growing with it. Families, professionals and retirees are drawn to the area’s vibrant growth, necessitating expanded health care facilities.

In 2024, the Hillsborough County Industrial Development Authority approved BayCare’s growth strategy through a record-breaking \$1.9 billion in tax-exempt bonds for new construction and renovations. This was a testament to the community’s trust in BayCare’s financial stewardship and its vital role in providing quality health care.

Key Developments and Enhancements

In 2024, BayCare made significant strides in health care delivery:

- A modern South Florida Baptist Hospital in Plant City opened, replacing a 70-year-old facility and continuing a legacy of community-based health care.
- Construction plans were announced for the first not-for-profit hospital in Manatee County.

Community Engagement and Significant Contributions

The community has shown overwhelming support for BayCare’s initiatives:

- St. Joseph’s Children’s Hospital received a \$50 million donation toward plans to build a new state-of-the-art children’s hospital by 2030.
- Ronald McDonald House Charities of Tampa Bay announced it was partnering with St. Joseph’s Women’s Hospital to provide more support for families with hospitalized children, enhancing the compassionate care BayCare stands for.

By ensuring access to high-quality health care facilities close to home, BayCare is meeting the region’s growing demand for all levels of care at the right time and in the right place. As a community partner with deep roots in West Central Florida, BayCare’s growth promotes community health and well-being while strengthening the local economy.

A Replacement Hospital in Plant City

The new South Florida Baptist Hospital opened on August 10 in Plant City at 3202 N. Park Road off Interstate 4, just four miles away from the legacy hospital that was built and lovingly stewarded by the community for 70 years. The modern 424,000-square-foot hospital cost \$326 million to build and features an 85,000-square-foot medical arts building with physician offices and outpatient imaging, rehabilitation and laboratory services.


The new South Florida Baptist Hospital in Plant City offers general surgery, orthopedic surgery, urology, imaging, cardiac catheterization, emergency care and labor and delivery to Plant City residents and the surrounding area.

Overnight, a Legacy Hospital Closes and Its Replacement Opens

Like many Plant City residents, Wanda Garrett was excited about the opening of BayCare's new facility, which replaced the 70-year-old South Florida Baptist Hospital. Unexpectedly, she found herself as one of its first patients. When Wanda experienced chest pain, she went straight to the emergency room at the legacy hospital and became the first patient to receive cardiac catheterization at the new location after the move.

"I wanted to see the new building, though not really under these circumstances," Wanda laughed. "But they needed this new building, especially for the work they had to do on me."



 To watch a video about how one hospital closed and another opened, go to [BayCare.org/Annual-Report](https://www.baycare.org/Annual-Report).



Advancing Plans for BayCare Hospital Manatee in Manatee County

In April, BayCare announced construction plans for its 17th hospital, BayCare Hospital Manatee, which will be Manatee County's first not-for-profit hospital. The hospital will have an initial 154 beds in private patient rooms, and the \$563 million project will include a 45,000-square-foot BayCare HealthHub[®] opening in 2026. This hospital will offer general, orthopedic and specialty surgery; urology; gastroenterology; cardiology; diagnostic and interventional imaging; emergency care; obstetrics and neonatology. It's expected to open in 2028.

Expanding Urgent Care for Behavioral Health

The Pasco County Commission awarded BayCare the largest share of its \$8 million opioid settlement funds – \$3.6 million – to open the state's first behavioral health urgent care center in New Port Richey. The center was to open in February 2025 and offers a safe alternative to hospital emergency departments and inpatient crisis services for individuals who need immediate, unscheduled care for mental health and addiction issues.

Expanding to Meet Rapid Growth in Polk County

Bartow Regional Medical Center broke ground in November after the BayCare Board of Trustees approved a \$110 million expansion. After nearly a century serving the community, the hospital will expand to 90 beds and add intensive care unit beds, two operating rooms and 27 examination areas to an expanded Emergency Department.

Enhancing Pediatric Emergency Care

Mease Countryside Hospital in Safety Harbor opened a revitalized pediatric emergency room with colorful patient rooms designed in a coastal theme as it continues to serve as a leading provider of pediatric care in Pinellas County.



"When you see what happens at St. Joseph's Children's Hospital every single day, you cannot help but be moved to contribute to the future of our region's children."

– Sidd Pagidipati, Tampa business leader and philanthropist

Family's Donation Advances Health Care for Region's Children

In April, BayCare announced a gift that will support the new, specially designed pediatric facility for St. Joseph's Children's Hospital. The new hospital is part of a strategic effort to increase the region's access to high-quality, state-of-the-art health care for children.

Tampa business leader and philanthropist Sidd Pagidipati, along with his brother Rahul and sister Srugani, made a transformative \$50 million donation to honor their parents' legacy as health care providers, their 50th wedding anniversary and their 50th anniversary of coming to the United States. Dr. Devaiah Pagidipati is a Harvard-trained pediatric anesthesiologist and Dr. Rudrama Pagidipati is a pathologist. Joined in honoring their parents were Sidd's wife, Dr. Ami Pagidipati, their two children, both born at BayCare hospitals, and Rahul's wife, Dr. Neha Pagidipati, and their two children.

The gift, one of the largest donations in Tampa Bay history and celebrated as one of 2024's largest gifts in America, will support the construction of a new facility for what will be called Pagidipati Children's Hospital at St. Joseph's when it opens in 2030.

Ronald McDonald House Announces New Home for Families

In August, Ronald McDonald House Charities of Tampa Bay announced plans to renovate 10,000 square feet above the neonatal floor inside St. Joseph's Women's Hospital as a new house. The renovated space is less than 100 steps from the neonatal intensive care unit (NICU) doors and within walking distance of St. Joseph's Children's Hospital's pediatric intensive care unit (ICU) and pediatric cardiac ICU. It will feature enhanced amenities including a full kitchen, dining area, study, laundry center, playroom, fitness and well-being center, and 11 bedrooms with private baths.



Artist's rendering of the new children's hospital

In 2024:

13,124
Births



676,272



Emergency room visits

94,633

Outpatient surgeries



69,500



Behavioral health patients served

14,671,368

Lab tests processed



Hybrid Emergency Rooms Now Available in Pinellas County

In May, St. Anthony's Hospital in St. Petersburg added 13 hybrid private rooms to its Emergency Center in order to provide a safe and secure environment for behavioral health patients and the community. The rooms can be converted to be used for non-behavioral health patients as well.

Meeting Demand at a Thriving Hospital

St. Joseph's Hospital-South (SJHS) in Riverview continued a \$32.8 million, 36,000-square-foot project to expand the preoperative and post-anesthesia care units and added a 20-bed observation unit.



From 2023 to 2024, SJHS saw significant double-digit increases in robotic surgery (68%) and endoscopies (19%).

Welcoming More Specialists to BayCare Medical Group

BayCare Medical Group welcomed the physicians and advanced practice providers from Pediatric Cardiology Associates and Tampa Bay Congenital Heart Center in December. The longtime partners of St. Joseph's Children's Hospital will provide enhanced pediatric cardiology services in Brandon, Lakeland, Safety Harbor, St. Petersburg, Sarasota, Wesley Chapel and four locations in Tampa. Also, BayCare Medical Group Neurosurgery in St. Petersburg added a physician practice with three board-certified neurosurgeons, who also joined the medical staff at St. Anthony's Hospital. That addition helps meet the growing demand for exceptional neurosurgical care in the region.

A Freestanding ER for Lakeland

In December, BayCare announced plans to construct a freestanding emergency department (FSED) on South Florida Avenue in Lakeland. The 12,000-square-foot facility will house 12 emergency care beds, plus three "fast-track" rooms for patients whose cases are less critical. It's expected to open in late 2026. While BayCare's clinicians will serve patients of all ages, a special focus of the FSED will be pediatrics, with a direct connection to St. Joseph's Children's Hospital in Tampa.

Partnering to Offer Community Health Concierge Services

BayCare and Metro Development Group announced plans to launch the BayCareHealthy Community program with integrated concierge health services for Metro's Pasco County master planned communities, Epperson and Mirada, within Connected City in Florida. The partnership will include a BayCare HealthHub, providing comprehensive primary and acute care services including a freestanding emergency department and access for residents to Healthy Community Navigators to assist them in accessing care. The HealthHub will be supported by BayCare Hospital Wesley Chapel, located just seven miles away.



One Saturday in December, more than 500 BayCare team members and their families fully staffed the Metropolitan Ministries holiday tents in Hillsborough and Pasco counties.

For the Community's Benefit

As a not-for-profit health care system, BayCare's longstanding tradition of caring for the uninsured, the underinsured and the vulnerable in its communities extends beyond hospital walls. It begins with a Community Health Needs Assessment (CHNA) survey that's conducted every three years to identify the most pressing health needs in the region.

Recognizing that the health of a community is shaped by more than its medical care, BayCare devotes time, expertise and millions of dollars to addressing the social determinants of health identified in the CHNA, from food insecurity to access to primary and preventive care.

In 2024, BayCare released a mid-cycle 18-month report on its 2023-2025 CHNA implementation plans showing that its efforts had led to more than a half-million engagements or interventions for the people of West Central Florida. By reducing gaps in access to care and promoting long-term well-being, BayCare strengthens its communities.

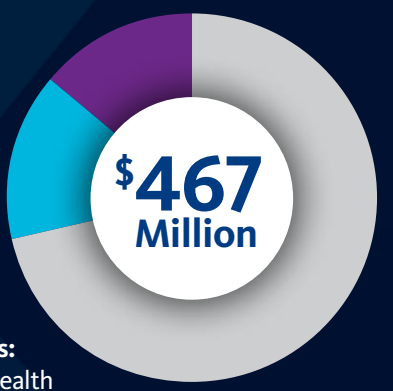
Top priorities identified in the most recent CHNA survey:

- Access to health and social services
- Behavioral health services (including mental health and substance abuse)
- Exercise, nutrition and weight

2024 Total Community Benefit

Community Benefit figures include Medicaid and other income-based programs, charity care and unbilled community services. All of these are measured in unreimbursed costs.

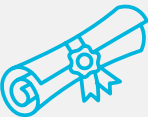
- **\$272 million | Medicaid/Income-Based Programs:** Patients with some insurance, but not enough to cover their medical bill
- **\$107 million | Charity Care:** Patients with no insurance
- **\$88 million | Unbilled Community Services:** Health professional education, community health improvement services, research, cash and in-kind donations, community-building activities and more



Community Benefit by the Numbers

In the four-county region served by BayCare, here are a few of the initiatives supported by Community Benefit between January 1, 2023, and June 30, 2024.

51 Mental Health First Aid courses with **674** graduates



FindHelpFlorida.com



187,732 FindHelpFlorida searches leading to **48,746** interactions with social service programs



42 Feeding Minds school-based food pantries, which distributed more than **2** million pounds of food



17,926 Healing Bags containing two to three days of nonperishable food given to patients being discharged who identified as food insecure



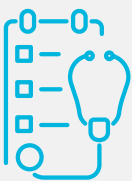
140,000 free health screenings for blood pressure, stroke, diabetes and other conditions

Community Benefit County Highlights

Here are a few examples of the county-specific programs supported by BayCare Community Benefit during the first 18 months of the CHNA plan:



In Hillsborough County, the BayCare Kids Mobile Medical Clinic provided services to over **1,500** patients, including **3,000** immunizations, free of charge.



In Pinellas County, four BayCare-supported clinics delivered **27,070** free office visits to **9,184** patients.



In Polk County, with BayCare support, The Mission of Winter Haven distributed over **18,000** hygiene kits to individuals experiencing homelessness.



In Pasco County, BayCare's support helped the Good Samaritan Health Clinic prevent over **1,200** emergency room visits, and enabled Farmworkers Self-Help to provide Narcan to nearly **1,500** individuals to combat drug overdoses.

Screening at Work Leads Librarian to Seek Care

Jessica's Story

While at work one day, New Port Richey youth education librarian Jessica Meredith checked her blood pressure at the high Smart Health Station inside the library. This kiosk was one of five installed in local libraries as part of BayCare's and the American Heart Association's Libraries With Heart initiative.

"The machine immediately told me that this was a hypertensive crisis, and I needed to be seen by a medical professional," said Jessica. She felt fine, so she continued to monitor her blood pressure at the station, and every reading produced the same result, so she visited nearby Morton Plant North Bay Hospital.

At the hospital, tests confirmed Jessica's high blood pressure was genetic, despite normal labs and imaging. In addition to taking medication, she now uses a home blood pressure cuff and keeps a journal to track her readings and activities.

"I'm very thankful that we did have the high machine here in the building, because I would have had no reason to otherwise check my numbers," added Jessica. "I'm so thankful for the high machine, the Libraries With Heart initiative and for the medical professionals in my life who encouraged me to be proactive with my health and not ignore my readings."



Watch Jessica's story at [BayCare.org/Annual-Report](https://www.baycare.org/Annual-Report).



BayCare nurse practitioner Samantha Iorio reviews a health questionnaire with a mother and her sons in the St. Joseph's Children's Hospital's Mobile Medical Clinic. The sons received back-to-school checkups, immunizations and backpacks with school supplies.

Community Benefit Highlights in 2024

Supporting Feeding Tampa Bay's Expansion

In May, Feeding Tampa Bay opened its new 215,000-square-foot warehouse and headquarters, including an area called The Neighborhood where BayCare and other community partners offer services to support health and well-being. The Neighborhood houses the BayCare Health Education Center, which includes a high station for blood pressure self-monitoring and health screenings and two clinical rooms for immunizations, exams and preventive care.

Healing Bags in Hospitals: A National Best Practice

BayCare's Healing Bag initiative, which provides food-insecure patients with emergency food upon discharge, was featured in *Collaborative Case Management*, a peer-reviewed journal. The article, "Food as Medicine: Implementing Healing Bags at Discharge," which was published in May, highlighted how health systems can integrate food assistance into patient care, with BayCare serving as a national model.



Celebrating 20 Years of Health Care on Wheels

In 2024, the St. Joseph's Children's Hospital Mobile Medical Clinic (MMC) celebrated 20 years of providing immunizations, well-child exams and physicals, and hearing, vision and developmental screenings to children enrolled in Medicaid or without insurance. The 40-foot clinic on wheels now serves 2,000 children each year and has a staff of 15.

"Our team helps families navigate next steps — whether it's finding specialists, providing eyeglasses, or accessing financial assistance," said Jeannette Burgos, BayCare Kids MMC outreach coordinator.



Transforming Lives of the Chronically Homeless

Anthony's Story

In the heart of Lakeland, Florida, Gospel Inc.'s Gospel Village is committed to addressing the root causes of homelessness, including providing permanent housing and health services for its residents.

"Gospel Village is so important to Polk County because we're doing something that's completely unheard-of," said Yashica Albert, Ph.D., Gospel Inc.'s wellness director. "We wouldn't have been able to do that without BayCare."

BayCare supports Gospel Village by funding a food pantry, full-time wellness clinic director and a peer recovery specialist available after hours.

"Gospel, Inc. changed my life — it taught me how to love myself, respect others and to love others," said Anthony Razor, who struggled with addiction and mental health issues while living on the streets for most of his life. Today, he's sober, employed at the village as a handyman and gardener, and is an active member of his community.

"There's a purpose here. I love it here; I like being a part of something special," he said.





Finding a Great Career at a Great Place to Work

Alicia Salazar had to leave nursing school after her leg was severely broken in an accident. A year later, BayCare opened the door to a different career in health care.

Her parents, BayCare team members for decades, called Alicia in 2021 to tell her BayCare had launched a new certification program for medical assistants. Alicia wrote an essay to apply, was accepted and became an early graduate of the BayCare Medical Group (BMG) Academy's Medical Assistant program.

For Alicia, working at BayCare is all in the family. Raised in West Central Florida after her parents moved from Peru, she was surrounded by family members working in health care. She grew up hearing about BayCare from her stepmother and sister, who were nurses, and her father, an endoscopy technician who later pursued a Ph.D. in nursing.

The BMG Medical Assistant (MA) Academy is one of dozens of workforce development programs BayCare established to recruit well-qualified and certified team members and provide opportunities for team members seeking advancement within the health care system. Since launching, the MA Academy has graduated 80 students with a 95% passing rate, surpassing the national average of 81%, and 63 of the graduates still have roles within BayCare.

While current BayCare team members who successfully complete the program have access to BayCare's tuition assistance, students from outside BayCare can cover their academy costs with a sign-on bonus if they accept positions with BMG after graduation. Like the MA Academy, BayCare has other workforce development programs aimed at helping to retain and engage top talent.

During Alicia's 14-week course, she learned skills in triaging patients, reviewing charts and more, while gaining hands-on experience during her externship at a BMG practice.

"They (BMG MA Academy) not only help you obtain a license, but they train you and find an opening near where you live," Alicia said. Within two years after starting at the BMG New Tampa Primary Care office, Alicia advanced to a site manager role.

"Alicia consistently worked to improve processes and help others," said Alyssa Bradley, a primary care practice administrator. As site manager today, Alicia manages multiple responsibilities within a nine-person office and supports her team in facilitating care.



Alicia Salazar works alongside medical assistant Kahmarya Martin.

Five months after Alicia took the role, hurricanes Helene and Milton hit the region. Even though Alicia didn't live in a flood zone, water began to flood into her house and her family had to evacuate quickly with only a few possessions. They lost their home and her car, and she had to take time away from her manager role to help her children get back into school, to resettle and to begin to recover from the loss.

Her return was met with strong support from her team. "The first day back, my team was making sure that I was okay, and they were very grateful that I came back," she said, smiling.

Now, Alicia is dedicated to helping her team thrive. Whether it's looking into BayCare's generous tuition assistance program, helping a medical assistant obtain a phlebotomy license or finding additional weekend hours in a BayCare Urgent Care for a nursing student who wants to gain more experience, she uses BayCare's resources to enhance their skills and opportunities.

"My goal is for everyone to succeed because if they're successful, then I'm successful," Alicia said.

More Partnerships, New Opportunities

In 2024, BayCare increased its number of workforce development partnerships with schools and community agencies.

- In partnership with Boys & Girls Clubs of the Suncoast, BayCare developed a new student internship program that guided high schoolers interested in health care careers with training and preceptorships.
- BayCare partnered with the CareerSource Pasco Hernando Youth Summer Trades program to develop a course to teach high school students and recent graduates about health care careers. The curriculum included Florida Ready to Work Credentials from CareerSource and Heart Saver Family & Friends CPR training from BayCare.
- BayCare doubled the size of its Nurse Apprentice Summer Internship Program, hosting 28 nursing students from around the country for eight weeks over the summer.



A CareerSource Pasco Hernando Youth Summer Trades program participant practices infant CPR.

BayCare Invests in Its Team Members

\$237 million Medical insurance

\$256 million Retirement savings

\$216 million Paid time off

\$19 million Income protection

\$71 million Development and education assistance

\$56 million Rewards and recognitions

2024 Workplace Awards



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- PEOPLE® Companies that Care list – Ranked 8th in the U.S.
- Fortune Best Workplaces in Health Care™ – Ranked 17th in U.S.
- Tampa Bay Times Top Workplaces - 10th Year in a Row
- Fortune Best Workplaces for Women™

Energage and USA Today Top Workplaces National Culture Excellence awards:

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

2024 BayCare Team by the Numbers

1,070 Number of Employed Physicians

1,021 Employed Physicians Providing Patient Care

7,099 Number of Physicians and Allied Health Professionals Credentialed at BayCare

1,836 Number of Physicians and Allied Health Professionals Employed by BayCare

32,785 Total Number of Team Members



Every day, BayCare and its team members live the organization's values of trust, respect, dignity, responsibility and excellence. Here are a few examples of their caring from 2024.

Being BayCare



Creating a Refuge for Rescued Children

When the U.S. Marshals Service rescued 27 children during an operation to combat human trafficking and protect at-risk youth, 75 specially trained BayCare team members stood ready to provide compassion and safety to the youngsters.

Each child entered through a private entrance to be welcomed into a private room at St. Joseph's Women's Hospital in Tampa that was adorned with comforting décor and a basket filled with snacks and personal hygiene items. They were offered showers, clean bedding and meals tailored to their preferences. With an emphasis on creating a positive health care experience, the team provided medical screenings for physical and behavioral health needs.

Liana Dean, team lead for BayCare's Community Health Activation Team and chair of the Pasco County Commission on Human Trafficking, coordinated the health system's efforts with law enforcement and the Florida Department of Children and Families.

"Many of the children hadn't eaten a substantial meal in some time and all were hungry," Liana said. "After eating, many slept for hours. Most participated in the health and behavioral health screenings, which revealed issues that required further testing, medication and, in one case, hospital admission."

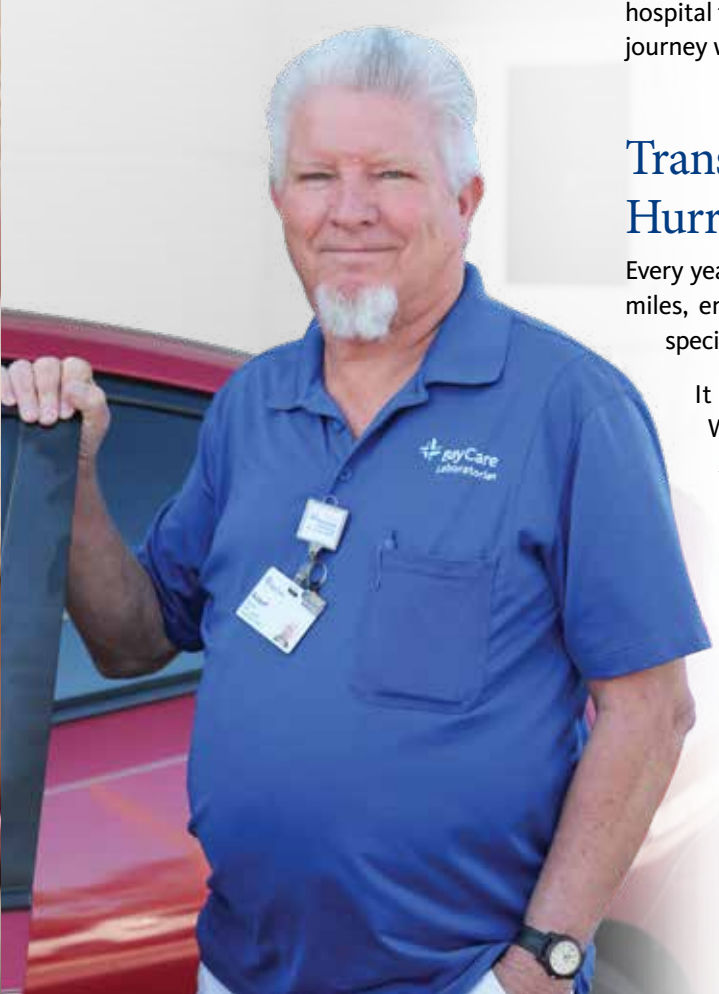
Many of the children who were recovered during "Operation Seminole Saber" had been reported missing from abusive family situations or were connected to dangerous individuals.

"BayCare's role in this operation was crucial, as the recovery hub met the children's immediate basic needs and provided a sense of safety, comfort and peace that many of them haven't experienced," Liana said.

Many of the children who were recovered during "Operation Seminole Saber" had been reported missing from abusive family situations or were connected to dangerous individuals.



"My children grew up in hospitals, and it's heartwarming that they both enjoy the same thing – caring for others," Veronda said. "He's protecting us, and she's looking after our health."



Veronda Tinson (left) has been a registered nurse at St. Anthony's Hospital since 2012. In 2024, her daughter, Chabreia Tinson, started her nursing career at the same hospital.

Generations of Caring at St. Anthony's Hospital

Veronda Tinson was drawn to nursing while working as a surgery scheduler at St. Anthony's Hospital, where she was inspired by the "incredible care provided by operating room nurses." Half of her 24-year tenure at the hospital has now been spent as a nurse or nurse administrator.

She's proud that her daughter, Chabreia Tinson, a recent St. Petersburg College nursing graduate, is now a nurse at St. Anthony's Hospital, and that her son serves in the U.S. Army, dedicating himself to another form of service.

"My children grew up in hospitals, and it's heartwarming that they both enjoy the same thing – caring for others," Veronda said. "He's protecting us, and she's looking after our health."

Although Veronda and Chabreia work on different units, they love being in the same hospital that has felt like home for so many years. "I'm ecstatic that she shares this journey with me," Veronda said.

Transporting Lifesaving Deliveries Amid Hurricanes and Every Day

Every year, BayCare's 100 courier services team members drive more than 3 million miles, enough to circle the Earth 120 times. The team primarily transports lab specimens within three hours or urgent "STAT" orders within an hour.

It was a special STAT order that courier Bob Duncanson picked up on Wednesday, October 9, as Hurricane Milton neared Florida's west coast. A BayCare hospital was requesting a STAT blood platelet supply run after a BayCare partner organization was unable to make the delivery.

When he arrived, he was greeted by a Transfusion Medicine coordinator, who told him he had saved a patient's life that day.

"Our fleet operates around the clock, every single day of the year. We have pickups all over different parts of the region, and it takes a village to keep all this together," said courier Bob Tate.



Connecting Patients With Art at Winter Haven Hospital

At Winter Haven Hospital's (WHH) Center for Psychiatry, a blank wall was transformed into a source of healing and inspiration. Envisioning potential where others saw emptiness, the psychiatric team advocated for an outdoor mural to enhance the therapeutic environment for behavioral health patients.

Supported by Nurse Manager Foxye Jackson and WHH President Tom Garthwaite, they collaborated with Polk State College President and WHH Board Member Angela Garcia Falconetti to see if students might be willing to help.

Art student Abigail Estamponi, art professor Holly Scoggins and her students created a serene mountainscape mural with flowers and grass in the foreground, which is now a cornerstone of the patient activity area for behavioral health patients to get fresh air during the day. For that reason, it isn't open to the public.

"When patients look at this beautiful mural, they'll be able to see all the beauty that's in the world and get out of that dark spot in their minds," Nurse Manager Sandra Curran said. "Addressing mental health is a community effort, and this project really shows that."

Three-Time Cancer Survivor Lifts Up Patients

Donna Williams, a BayCare laboratory coordinator, credits BayCare for saving her life following her lung cancer diagnosis in 2022. Today, when asked, she shares her story as a three-time cancer survivor to uplift and inspire newly diagnosed patients who visit BayCare Laboratories in Riverview.

While a single mother in her late 20s, Donna got her first job in health care as a phlebotomist at BayCare's South Florida Baptist Hospital, not knowing the long road that lay ahead of her as a patient. Her first cancer diagnosis, cervical cancer, came in 1997, and it led to a hysterectomy. A decade later, she was diagnosed with breast cancer and had a double mastectomy.

Then, in 2022, Donna's BayCare Medical Group provider diagnosed her with stage III lung cancer. After a successful surgery, she underwent three months of chemotherapy and radiation at St. Joseph's Hospital-South.

"My lab team made sure to be there for me when they could," Donna said. "They even met me on the last day of my radiation treatment to fill my car with food donations. I was so grateful."

Today, Donna's prognosis is good, and from time to time, her fellow BayCare Laboratories team members ask if she's willing to share her survivor story with lab patients recently diagnosed with cancer.

"I tell them to stay positive, that technology has come a long way, and that you've got to stick around for the things in life worth living for," Donna said.



"I'm very happy that I was able to get the surgery," Tanyika Mason said. "I really don't have any medical (insurance) so this is the best thing that could happen to me. I really appreciate it, I really do."

Life-Changing Joint Replacement Surgery for Patients in Need

On two days in early December, six BayCare orthopedic surgeons, three anesthesiologists, an internal medicine physician and many more caregivers donated their time to provide life-changing joint replacement surgery to seven individuals who didn't have health insurance to cover the costs.

BayCare's Orthopedic Institute partnered with local nonprofit medical clinics and international foundation Operation Walk USA to provide hip or knee replacement surgeries as well as preoperative and postoperative care, equipment and rehabilitation, all free of charge. The surgeries took place at Morton Plant Hospital in Clearwater.

"I'm very happy that I was able to get the surgery," Tanyika Mason said. "I really don't have any medical (insurance) so this is the best thing that could happen to me. I really appreciate it, I really do."

"At BayCare, we have a mission to improve the health of those we serve," said Gina Rowland, director of BayCare's Orthopedic Institute. "This includes those facing difficult circumstances, where health care may not be easily accessible. Operation Walk allows us to support our community and make a positive impact to those in need."

Financial Highlights

Our Resources	2024	2023
Acute Care	\$ 5.18 billion	\$ 4.56 billion
Physician Services	533 million	412 million
Ambulatory Services	437 million	420 million
Health Plan and All Other	116 million	115 million
Nonoperating Income Primarily from Investing Activities	282 million	385 million
Total Resources	\$ 6.55 billion	\$ 5.89 billion

How Our Resources Were Used	2024	2023
Salaries and Benefits to Our Team Members	\$ 3.01 billion	\$ 2.81 billion
Medical Supplies	1.04 billion	932 million
Other Supplies and Services	1.04 billion	924 million
Contracted Physician Services	233 million	213 million
Financing Costs	95 million	68 million
Funding for Replacement Capital	274 million	254 million
Funding for Future Community Health Care Needs, Technology, New Programs and Facilities	861 million	693 million
Total Resources Used	\$ 6.55 billion	\$ 5.89 billion

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

BayCare Leaders

Chief Executive Officer (CEO) Stephanie Conners <i>President/CEO</i>	Bob Costello <i>VP, Strategic Planning</i>	Kristy Croom Tucker <i>VP, System Marketing</i>	Gary Richards <i>VP, Chief Operating Officer, BMG</i>
CEO Cabinet Janice Polo <i>Chief Financial Officer</i>	John Davis <i>VP, Managed Care</i>	Colleen Walters <i>VP, Mission and Ethics</i>	Gail Ryder <i>VP, Behavioral Health</i>
Lynnette Clinton <i>Chief Information Officer</i>	Jeffrey Durham <i>VP, Audit Services and Corporate Responsibility</i>	Operations Jimmy Baumgartner <i>VP, BayCare HomeCare and Post Acute Services</i>	Kristen Smith <i>VP, Patient Services, Chief Nursing Officer</i>
Nikki Daily <i>Chief Team Resources Officer</i>	Nicole Gitney <i>VP, Nursing Informatics</i>	Christopher Bucciarelli, MD <i>VP, Ambulatory Services and Chief Medical Officer</i>	Scott Smith <i>President, SAH</i>
Keri Eisenbeis <i>Chief of Staff/Chief Communications Officer</i>	Breanda Goralski <i>VP, Applications</i>	Sara Dodds <i>President, SJHN</i>	Susan Torti <i>VP, Perioperative Services</i>
Louis Galdieri <i>Co-Chief Operating Officer*</i>	Lynda Gorken <i>VP, Patient Financial Services</i>	Patrick Downes <i>President, SJHS</i>	Kristen Vogl <i>VP, Service Lines</i>
Kimberly Guy <i>Co-Chief Operating Officer**</i>	James Haislip <i>VP, System Finance</i>	Kelly Enriquez <i>President, Mease Hospitals</i>	Physician Executives Samir Akach, MD <i>VP, Chief Medical Officer, SJH and SJHS</i>
Todd Jones <i>Chief Ambulatory Services Officer</i>	Mark Hallee <i>VP, Total Rewards</i>	Thomas Garthwaite <i>President, WHH and WHWH</i>	Mahesh Amin, MD <i>VP, Chief Medical Officer, Service Lines</i>
Patricia Shucoski <i>Chief Nursing Executive</i>	Joni James <i>VP, System Communications</i>	Karen Kerr <i>President, BRMC and SFBH</i>	Laura Arline, MD <i>VP, Chief Quality Officer</i>
Tim Thompson <i>Chief Administrative Officer***</i>	Shelby Kutty <i>VP, Chief Academic Officer</i>	Donna Lynch <i>VP, Laboratory</i>	Arif Asif, MD <i>VP, Chief Medical Officer, BRMC, SFBH and WHH</i>
Jennifer Touse <i>Chief Legal Officer</i>	Thien Lam <i>VP, Chief Information Security Officer</i>	Michael Magee <i>VP, Chief Pharmacy Officer</i>	John Haffner, MD <i>VP, Chief Medical Officer, MPNBH and SAH</i>
Sowmya Viswanathan, MD <i>Chief Physician Executive</i>	John Loetscher <i>VP, Facilities Construction and Physical Security</i>	Brandon May <i>President, MPNBH</i>	Jeffery Jensen, MD <i>VP, Chief Medical Officer, MPH</i>
System Support Craig Anderson <i>VP, Innovation</i>	Danielle Mauck <i>VP, Research and Sponsored Programs</i>	Joanne Mayers <i>VP, Patient Services, Chief Nursing Officer</i>	Timothy Liesching, MD <i>VP, Chief Medical Officer, BMG</i>
Shawn Armstrong <i>VP, COO, Value-Based Care and President, BayCare Select</i>	Jennifer King McVan <i>VP, Physician Affairs</i>	Philip Minden <i>President, SJH</i>	Anand Nayee, MD <i>VP, Chief Medical Officer, BHWK and SJHN</i>
Ronald Beamon <i>VP, Chief Financial Officer, BayCare Hospital Division</i>	Scott Patterson <i>VP, Infrastructure and Chief Technology Officer</i>	Jacqueline Munro <i>VP, Nursing Systems and Resources</i>	Megan Tirone, MD <i>VP, Chief Medical Officer, SJWH and WHWH</i>
Kris Betts <i>VP, Team Member Relations</i>	Donna St. Louis <i>VP, Business Development, System</i>	Sarah Naumowich <i>President, SJCH and SJWH</i>	Ruvan Wickramasinghe, MD <i>VP, Chief Medical Officer, Mease Hospitals</i>
Angel Brown <i>VP, Talent Acquisition and Inclusion</i>	Ann Marie Swindler <i>VP, Risk Management</i>	Matthew Novak <i>President, MPH</i>	
Ronald Colaguori <i>VP, Chief Supply Chain Officer</i>	Carl Tremonti <i>VP, Chief Financial Officer, BMG/Ambulatory</i>	Jennifer Ransford <i>VP, Patient Services, Chief Nursing Officer</i>	

Reflects changes in effect as of March 4, 2025

*Title will be Chief Administrative Officer beginning March 31, 2025 **Title will be Chief Operating Officer beginning March 31, 2025 ***Retiring March 31, 2025

BayCare is community owned.

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

Are you a BayCare patient or customer?

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

Want to learn more about our community involvement?

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

Keep up with BayCare news all year.

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



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

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