

A photograph of two surgeons in an operating room. They are wearing blue scrubs, white masks, and surgical caps. One surgeon is using a surgical instrument. The scene is lit with bright blue overhead lights.

Physician Annual Report 2023



A Message From Our President and CEO

To Our Extraordinary Physicians and Advanced Practice Providers,

For more than a quarter century, you've provided West Central Florida with clinically excellent and compassionate care – the core of BayCare Health System. It's health care that leaves a lasting impact on the lives of the patients you serve and their loved ones. Together, we'll continue this strong legacy of bringing the very best health care to the communities of West Central Florida.

Since its inception, BayCare has expanded to meet our communities' needs. We remain committed to working with our physician and advanced care provider network to deliver the right care at the right time in the right place. We've added hospitals and ambulatory locations so patients have access when they need it.

As the region's largest community-owned health care system, we're involved in dozens of workforce development efforts, to ensure that every role in a patient's journey continues to be filled with well-trained individuals to support our physicians and advanced care providers. We're also committed to ensuring that the communities we serve receive extraordinary care for generations to come. BayCare plans to increase its residency positions to more than 650 by 2029, to continue bringing the best-of-the-best physicians to our ever-growing region.

BayCare is also investing in technology and innovation, setting the tone in the region. This includes bringing proton therapy to treat cancer by 2025 and leveraging artificial intelligence to enhance patient care. We're also dedicated to research and participate in over 250 clinical trials to make sure that cutting-edge medicine is available for patients in our communities.

Every day, I'm inspired by your unwavering devotion to those you serve, helping to deliver nationally recognized care for our region. I want to personally thank you for joining us in this commitment to providing the highest quality, compassionate care. You help make the BayCare effect possible. The future of health care in West Central Florida is bright because of each of you.

Sincerely,

Stephanie Conners, MBA, BSN, RN
President and CEO

A Message From Our Chief Physician Executive

To Our Physician Leaders and Advanced Practice Providers,

As chief physician executive of BayCare, I'm thankful we have outstanding doctors and clinical teams providing excellence and compassionate care to our patients 24/7.

This has been an exciting year. As we continue to expand our academic medicine and research programs, our physicians remain at the forefront, guiding the next generation. Your commitment to education and mentorship ensures that the future of health care at BayCare remains bright, promising an even healthier tomorrow for our communities and beyond. Thank you for your continued feedback, it's critical to us.

In 2023, we set a milestone response rate of 50% for the Physician as Customer Survey – the top of the Press Ganey National Physician Benchmark range (48-50%). We're outperforming the **National Physician Benchmark Engagement and Alignment** indicators. BayCare is trending upward as the national benchmark declines. Physician collaboration, a 2023 BayCare Team Goal that reflected physician alignment, exceeded the 10% stretch metric for the 2023 goals.

BayCare will continue its growth trajectory with the addition of a new hospital in Manatee County. This will mark 17 hospitals across our system in 2027. The physician enterprise is growing to meet the expanding needs of our communities. Your dedication, compassion and selflessness continue to inspire all of us. Thank you for everything you do today and every day.

Sincerely,

Sowmya Viswanathan, MD, MHCM, MBA, FACP
Chief Physician Executive



Summary of Improvements

You asked and we listened.

- Increased physician recognition campaigns, including physicians of the month, quarterly and annual identification
- Improved, more efficient process for hospital credentialing and re-credentialing
- Decreased turnaround times for overall application and recredentialing processes
- Additional car chargers installed in physician parking areas
- Creation of APP lounges
- Implemented 5G network for increased cell coverage
- BMG implementation of four-day work week pilots
- BMG created its first APP Council
- Increased clinical team staffing
- Major hospital improvements include new gyms, sleep rooms, physician lounges, lactation rooms
- Standing desks in physician lounges
- Improved internal communications efforts with Clinician Talk and hospital-focused physician newsletters
- Increased leadership visibility for physicians and clinical teams

Introducing Our Chief Medical Officers



Samir Akach, MD
VP/CMO
St. Joseph's
Hospital



Ari Asif, MD
VP/CMO
Winter Haven
Hospital/Winter
Haven Women's
Hospital



Jeremy Katzmann, MD
Director/CMO
Bartow Regional
Medical Center



Robert Kopec, MD
Director/CMO
Morton Plant
North Bay
Hospital,
Mease Hospitals
(interim)



Christopher Bucciarelli, MD
VP/CMO
Ambulatory
Services



John Haffner, MD
VP/CMO
St. Anthony's
Hospital



Brendan Malik, MD
Director/CMO
St. Joseph's
Hospital-South



Anand Nayee, MD
Director/CMO
St. Joseph's
Hospital-North



Jeffery Jensen, MD
VP/CMO
Morton Plant
Hospital,
Mease Hospitals
(interim)



Mark Vaaler, MD
VP/CMO
BayCare Hospital
Wesley Chapel



Brooke M. Shepard, MD
Director/CMO
South Florida
Baptist Hospital



Megan Tirone, MD
Director/CMO
St. Joseph's
Children's Hospital/
St. Joseph's
Women's Hospital

Training the Next Generation

In its commitment to help address the region's need for more physicians, BayCare reached a milestone in 2023, obtaining 10-year Continued Accreditation status from the Accreditation Council for Graduate Medical Education to serve as a sponsoring institution. The status sets the stage for BayCare to broaden its graduate medical education across multiple specialties.

BayCare-sponsored residencies in psychiatry and pediatrics welcomed six and eight new residents, respectively, in 2023. These complement the well-established family medicine programs affiliated with the University of South Florida at Morton Plant Hospital and Florida State University at Winter Haven Hospital, the latter of which had its first graduating class in 2023. The vast majority of residency graduates have chosen to continue to practice in West Central Florida, helping to address the need for health care access for our communities.

SAVE THE DATE

Dr. Bernard Macik
Communication and
Collaboration Symposium

Wednesday, October 2
7:30am-1:30pm

BayCare System Office
2985 Drew St. | Clearwater

FSU/WHH Family Medicine Residency Class of 2026

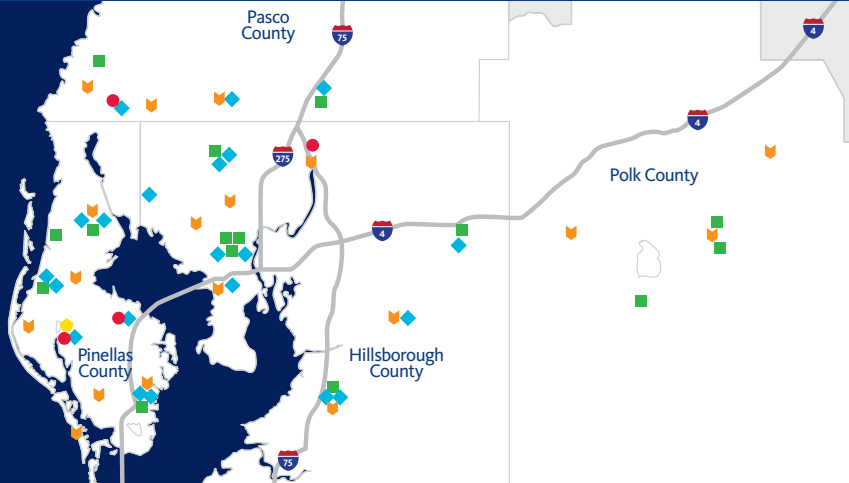


BayCare's new residents listen as Dr. Sowmya Viswanathan welcomes them to their PGY-1 training.



BayCare Class of 2026 Pediatrics Residents

Our Network



Legend

- Outpatient Surgery Center
- ⬠ Freestanding Emergency Department
- Hospital
- ◆ BayCare Outpatient Imaging
- ▲ BayCare Urgent Care

The locations of markers in areas around hospitals or other areas with high concentration are approximated to avoid overlap.

An Integrated System Built for West Central Florida

BayCare's commitment to the right care in the right place is evident in our 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 to open in 2027, BayCare Hospital Manatee.

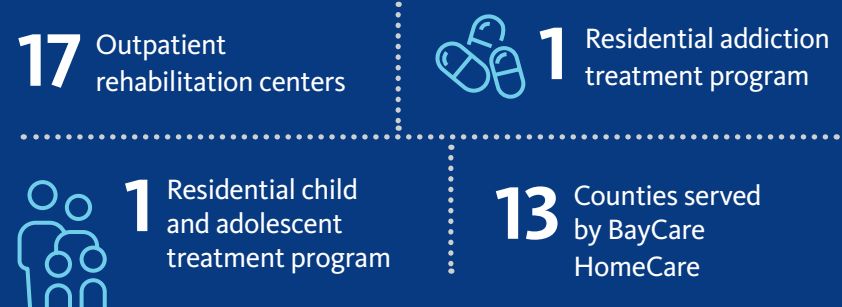
Community-Based Care in 2023



Acute Care in 2023



Post-Acute Care in 2023



Clinical Excellence

At BayCare, clinical excellence works together with compassionate care. That means the best health care for West Central Florida – from attracting the best doctors and providing access to the newest medical interventions to keeping patients safe while they’re receiving care and helping them recover as soon as possible.

The Best Care

18,000

Orthopedic surgeries performed annually – the most in the region



12

 Certified stroke centers

55,000

Cardiac surgeries and procedures performed by BayCare physicians, making us a national leader in cardiovascular care

3 Stars

 ★★ ★

In 2023, BayCare’s open-heart centers achieved the highest quality rating from the Society for Thoracic Surgeons for superior outcomes in open-heart surgery.

Top 10%

Hospitals in the nation for cardiac surgery outcomes – Morton Plant Hospital, St. Joseph’s Hospital and Winter Haven Hospital

Finding Health Care’s Potential

Through 450 health research projects, BayCare helped advance the future of medicine in 2023. Some of the world’s best-known hospital systems, academic institutions and manufacturers of medical devices and drugs sought out BayCare for participation in their own research projects. This provided patients access to potentially cutting-edge treatments before they were available.

Quality and Safety

In 2023, BayCare was recognized for its patient safety and clinical outcomes. All 11 of BayCare’s eligible acute care hospitals received “A” grades on patient safety from the Leapfrog Group. This national nonprofit organization evaluates nearly 3,000 general hospitals on patient safety, focusing on infections, accidents, injuries and errors.



“This is a tremendous accomplishment – it’s exceedingly rare for all the eligible hospitals within an organization as large as ours to achieve all As. This achievement underscores that Quality serves as BayCare’s true north and demonstrates our deep, unwavering commitment to Zero Harm. Thank you to our extraordinary team members, medical staff and leadership for continuing to put safety first.”

– Laura Arline, MD | VP, Chief Quality Officer

Our physicians are on the leading edge of cardiovascular innovation and breast cancer treatment, advancing care through research and clinical trials for medical devices and procedures.

Culture of Safety Survey

The national average for participation is 50%, so we far exceeded the national average for participation with our 73%! We also significantly exceeded the national average for our transparency about safety errors and reporting them, including the use of our Safety Tiered Huddles. These Huddles are used to relay safety concerns effectively and efficiently from the frontlines to executive leadership on a daily basis.

➤ **Save the Date | Thursday, November 21**
Quality Sharing and Innovation Day 2024

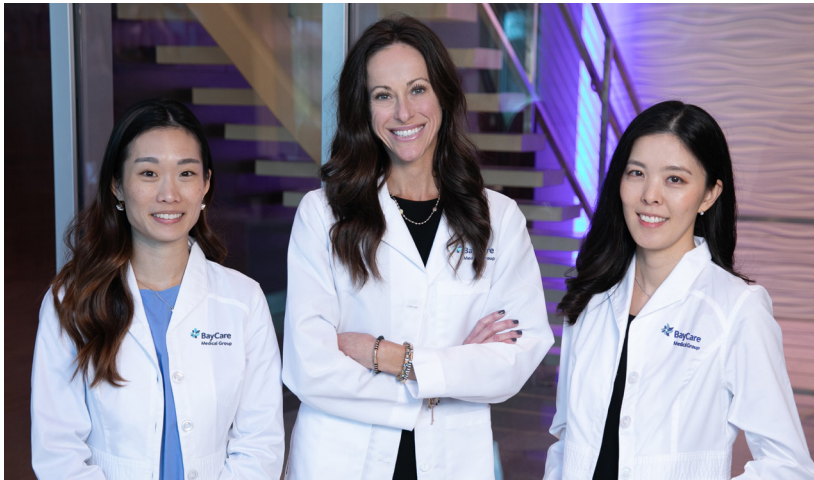
2023 Highlights

Physician Award Recipients

These awards acknowledge physicians who demonstrate extraordinary commitment through exceptional patient care and remarkable contributions to our community.

- **Academic Excellence:** *Dr. Michael Brucculeri*
- **BayCare Systemness:** *Dr. Juan Gallego*
- **Clinical Excellence:** *Dr. Lance Wyble*
- **Community Service:** *Dr. Frederic Guerrier*
- **Lifetime Achievement Award:** *Dr. John Kilgore*

BayCare Medical Group opened a new primary care office in Palmetto, marking BayCare's first brick and mortar location in Manatee County.



Dr. Minjoo Kim, Dr. Jenna Fluegge and Jinjoo Hong, APRN, began seeing patients when the office opened in March 2023.

BayCare Physician Leadership Institute

This institute is based on our belief that clinician leadership is key to the success of our health system. Following the completion of a 10-month program, graduates are increasingly active voices in our system, participating in and leading initiatives that drive clinical and operational standards of excellence.

2023 BayCare Physician Leadership Institute Participants

*Juan Carlos Abanses, MD • Christopher Aguilar, APRN • Salar Badruddin, MD
Karolina Borodo, MD • Swasha Fields, MD • Lori Franks, MD • Juan Gallego, MD
Nicole Garbe, DO • Sharon Garry, PA-C • Nicole Gero, MD • Jillian Ginnetti, PA-C
Stephanie Gracie, APRN • Yvette Guzman, APRN • Harriet Hagele, MD
Renay Hall, APRN • Richard Hanley, MD • Sherry Hanna, MD • Timothy Holt, DO
Michael Ignell, MD • Sharif Uz Zaman Khan, MD • Omaira Kobaisy, MD
Mark Meabe, PA-C • Jasminia Nuesa, MD • Ann Marie Phelps, APRN
Kimberly Quick, MD • Ana Rivera de Rosales, MD • Elizabeth Rommel, MD
Janu Singh, DO • Austin Smith, DO • Alexandra Starzhevskiy, APRN
Zain Tariq, MD • Haley Todsens, DO • Alicia Waters, MD • Emily Wolfe, MD*

BayCare Partners with NAPA

BayCare's and North American Partners in Anesthesia's (NAPA) first transition of anesthesiology team members into the BayCare family happened on November 2, 2023. The partnership and goal of this transition is to benefit our clinicians and the patients who trust us with their care.

Gessler Clinic Joins BayCare

On December 2, BayCare and Gessler Clinic joined forces to better serve the Winter Haven community and improve access to health care. Gessler Clinic has served the Winter Haven community since 1957, and covers 20 specialties with more than 40 providers. "As a physician, you want nothing more than to take good care of your patients. With this transition, our community's health will remain the driving priority of this clinic." – **Richard LaCalamito, DO**

Health on the Go >

BayCare HealthChat® Podcasts

We created HealthChat, the official podcast series of BayCare, so that you can listen to extraordinary expertise in 20 minutes or less, no matter where you are. Featuring our health care professionals, each podcast provides the latest health and wellness information that's relevant to you and your family.

Our podcast library is constantly growing and offers podcasts about:

- Children's health
- Cold and flu
- Food and nutrition
- Healthy eating
- Pregnancy
- Sleep
- And more



Listen and subscribe today.

Podcasts are available on [BayCareHealthChat.org](https://www.baycarehealthchat.org), or you can search for “**BayCare HealthChat**” on your favorite podcast platform including Spotify and Apple podcasts. For more information, scan this code.

