

Bartow Regional Medical Center

BayCare ownership, hospital performance, nurse pay, expansion, executive compensation, contractors and community value



Bartow Regional Medical Center, 2200 Osprey Boulevard, Bartow, Florida. Image preserved from the investigation source set.

72	\$110m	39,354	A
currently licensed beds in the reviewed license	announced campus expansion	2024 emergency visits	Spring 2026 Leapfrog grade

Selection rule

This PDF includes confirmed, calculated and carefully bounded findings, including favorable evidence. It excludes the internal question ledger, document requests and future research angles. Omission of those prompts does not mean the underlying private records were obtained.

Prepared from the complete Bartow/BayCare public-record investigation. Research cutoff: August 30, 2026. Latest public executive compensation: tax year 2024.

START HERE

Executive summary

Target: Bartow Regional Medical Center, Inc., a BayCare-controlled Florida nonprofit acute-care hospital. The campus and BayCare system are separate reporting scopes, and SCP Health is a contractor relationship rather than the hospital owner.

\$127.20m	\$24.50m	\$40.40	\$50.35
Bartow 2024 revenue	2024 Form 990 surplus	regional all-RN hourly median	one nurse reported base

- Favorable quality evidence: CMS showed three overall stars; available mortality measures had zero worse-than-national results, and Bartow received a Spring 2026 Leapfrog A.
- Positive local investment: the \$110 million project expands ED, inpatient, ICU, step-down, surgical and diagnostic capacity and renovates core support departments.
- Positive community value: Bartow reported \$9.93 million in 2024 Schedule H community-benefit categories, including \$3.32 million net financial assistance.
- Financial strength: Bartow reported a \$24.50 million 2024 Form 990 surplus; BayCare reported \$821.4 million of 2025 system operating income. Neither figure is automatically cash available for one ER.
- Pay finding: the reported \$50.35 base for one 22-year ER charge nurse is above the regional all-RN median and public P90, but one observation cannot establish Bartow's median or rule out senior-pay compression.
- Private-capital link: public records support SCP Health as Bartow's emergency-medicine contractor and Onex as SCP's sponsor. This is vendor exposure, not private-equity ownership of Bartow or BayCare.

Bottom line

Public evidence depicts an expanding nonprofit hospital with positive historical finances, meaningful community benefit and favorable safety evidence. It does not publicly disclose Bartow nurse FTEs, night-shift coverage, a Bartow RN pay distribution or future SCP coverage for the expanded ER.

What is inside this edition

Identity and hospital profile; favorable quality and community evidence; financial performance; nurse pay, inflation and a 5% raise scenario; workforce evidence; expansion and investments; executive compensation; contractor and private-equity relationships; major legal-status corrections; balanced conclusion; and a source appendix.

ENTITY SCOPE

Hospital identity, ownership and operating profile

Legal entity: Bartow Regional Medical Center, Inc. | EIN 47-5387418 | CCN 100121 | Florida license 4428. AHCA identifies BayCare control and a 72-bed acute-care hospital. BayCare ownership began January 1, 2016.

Parent: BayCare Health System, Inc. | EIN 59-2796965. Parent, consolidated system, hospital corporation, BayCare Medical Group and SCP are not interchangeable accounting or employer scopes.

Campus activity and services

Measure	Verified public finding	Boundary
Address	2200 Osprey Boulevard, Bartow, FL 33830	Bartow campus
Licensed beds	72 in the reviewed 2026-2028 license	Planned 90 beds were not labeled operational
2024 activity	4,134 inpatients; 39,354 ED patients	Annual counts, not shift workload
Services	Emergency services; primary stroke center; Level 1 adult cardiovascular services	Cardiovascular level is not Level I trauma
Reported employees	606 people employed during 2024	Not FTEs, nurses or shift staffing

Bartow Regional Medical Center — verified profile

Campus identity and annual activity • not a shift-level workload measure

NONPROFIT ACUTE-CARE HOSPITAL
BayCare-controlled legal entity • EIN 47-5387418 • CCN 100121 • Florida license 4428.

72 LICENSED BEDS
Current reviewed license. The announced expansion to 90 beds is not counted as staffed capacity.

2024 ACTIVITY
4,134 inpatients • 39,354 emergency-department patients • annual totals do not reveal night-hour peaks.

Sources S01/S02/S17. Address: 2200 Osprey Boulevard, Bartow, Florida 33830.

Official identifiers and annual operating measures. The profile intentionally separates licensed capacity from actual shift staffing.

POSITIVE EVIDENCE

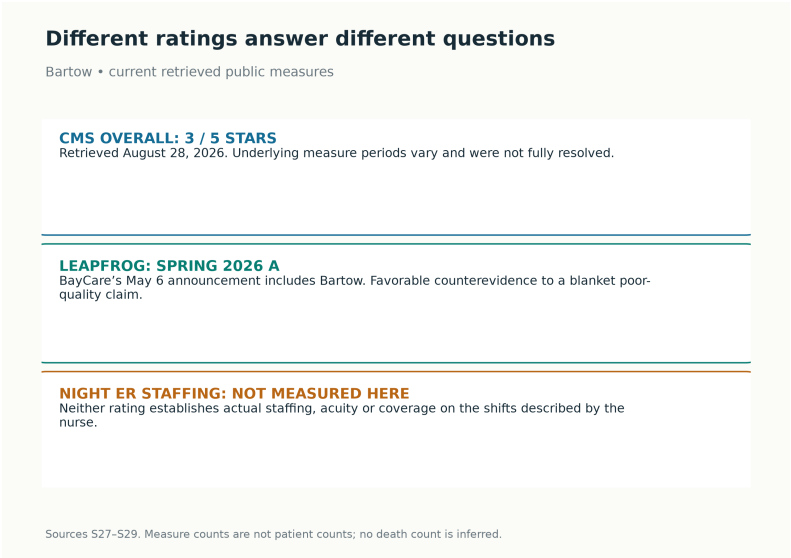
Favorable findings and community value

Important balance

Favorable hospital-wide ratings do not prove every shift was adequately staffed. They are still real counterevidence to a blanket claim that the hospital is uniformly unsafe or failing.

Quality and safety signals

- Spring 2026 Leapfrog A: BayCare identified Bartow among hospitals receiving the top grade.
- CMS overall rating: three of five stars for CCN 100121.
- Available mortality measures: five no-different and zero worse-than-national results.
- Available safety measures: three no-different results.
- Readmissions: four no-different and two worse results, which prevents presenting the quality picture as uniformly favorable.
- No matching public finding: the review did not locate a regulator or court finding establishing the specific ER night-staffing or physician-payment allegations.



CMS and Leapfrog use different methods and reporting windows. Neither reports the claimed night-ER nurse ratio.

Clinical and workforce-positive signals

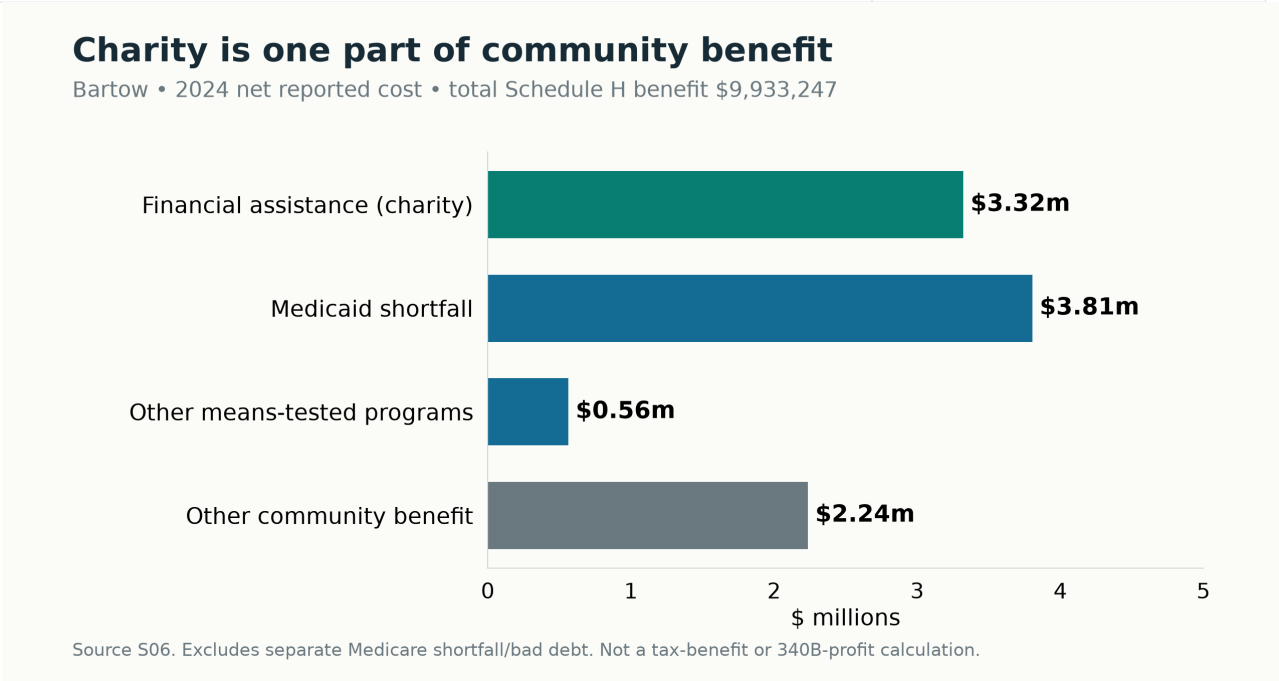
- BayCare reports stroke certification, a STEMI program, robotic-surgery designation and aquablation service at Bartow.
- The system publicly advertises a nursing career ladder, skill and preceptor compensation, employee benefits and nursing-development pathways.
- Bartow pledged \$5,000 to Polk State nursing-simulation equipment and participates in Polk County nursing and clinical-training partnerships.
- The official expansion update reports growth from 139 physicians at acquisition to 307 physicians and advanced practice providers. This is a mixed institutional headcount, not a nurse count.

LOCAL VALUE

Charity care, community benefit and billing evidence

Bartow's 2024 Schedule H reports \$9,933,247 across the displayed community-benefit categories. The components must remain separate: charity assistance is not the same as Medicaid shortfall, bad debt, Medicare shortfall, tax benefit or 340B economics.

2024 Schedule H category	Net amount
Net financial assistance	\$3,323,320
Medicaid shortfall	\$3,806,653
Other means-tested program benefit	\$564,861
Other community benefit	\$2,238,413
Displayed total	\$9,933,247



Observed 2024 net Schedule H categories. BayCare's separate system-wide \$500 million announcement uses a broader reporting scope.

Billing-related favorable evidence and limits

The Leapfrog survey provides favorable billing-ethics evidence, and BayCare publishes financial-assistance and payment-plan information. The reviewed public record did not establish a defensible Bartow total for lawsuits, liens, wage garnishment, sold debt or 340B net benefit. Separate physician bills may not be covered by the hospital policy.

FINANCES

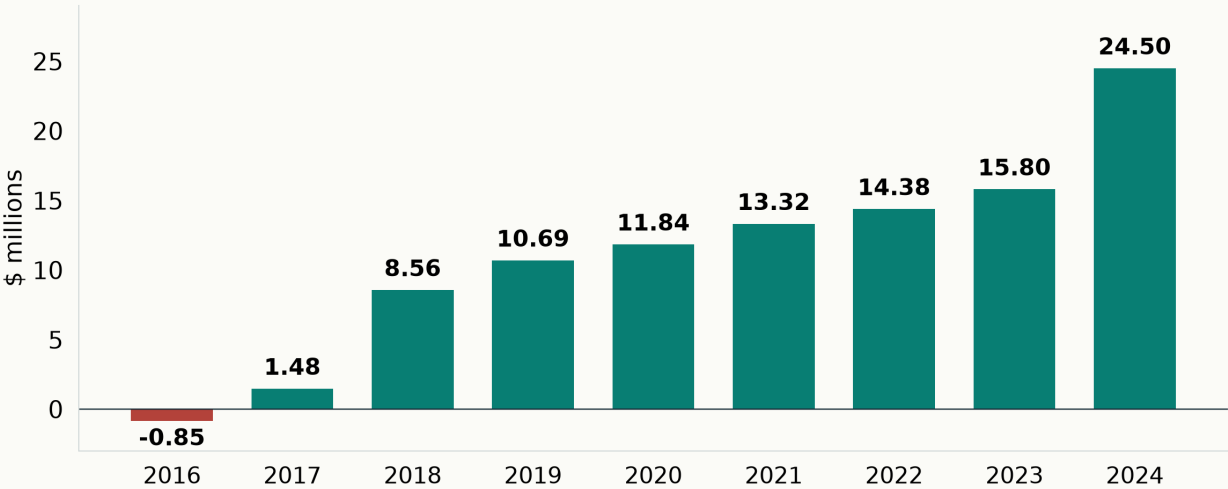
Financial performance and money-flow boundaries

Bartow calendar 2024: \$127,199,493 revenue minus \$102,701,531 expenses equals \$24,497,962 excess revenue over expenses, or 19.26% of revenue. This is a Form 990 surplus, not a current audited operating margin or proof of unrestricted cash in 2026.

+22.71%	+4.09%	+5.66%	\$86.66m
revenue change, 2023 to 2024	salary and wage change	combined compensation and benefits change	due from affiliates - a receivable

Bartow: eight consecutive annual surpluses

Revenue less expenses • Bartow Regional Medical Center, Inc. • \$ millions

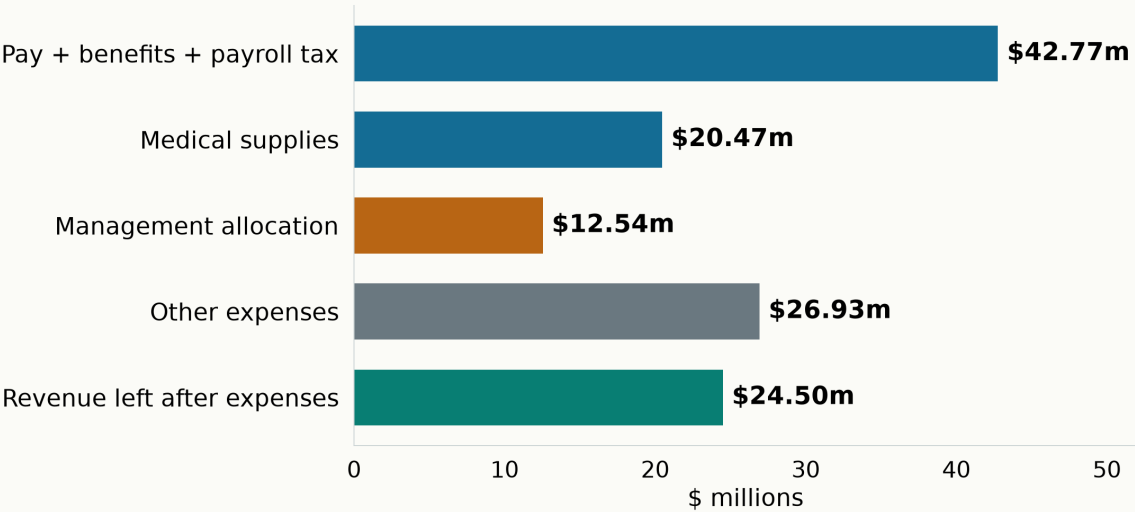


Sources S02-S03: IRS Form 990, 2016-2024. Not an audited operating margin or cash balance.

Nine-year Bartow Form 990 series. The hospital corporation began under BayCare ownership in 2016, so older brand history is not silently spliced into this entity.

Where Bartow’s 2024 revenue went

Mutually exclusive buckets • \$ millions • total revenue \$127.20m



Sources S02/S04: Form 990. Management fee is already an expense; surplus remains after it.

Money types that require separate interpretation. Receivables, investments, bond authority and operating income are not interchangeable cash pools.

BayCare system context

Reported BayCare consolidated operating income rose from \$330.1 million in 2023 to \$603.4 million in 2024 and \$821.4 million in 2025. The reported 2025 operating margin was 11.8%; Q1 2026 operating income was reported as \$187.2 million, or 10.6%. These system figures establish scale and positive historical performance, not a Bartow-specific cash balance.

BayCare 2025: operating scale

Systemwide • billions of dollars



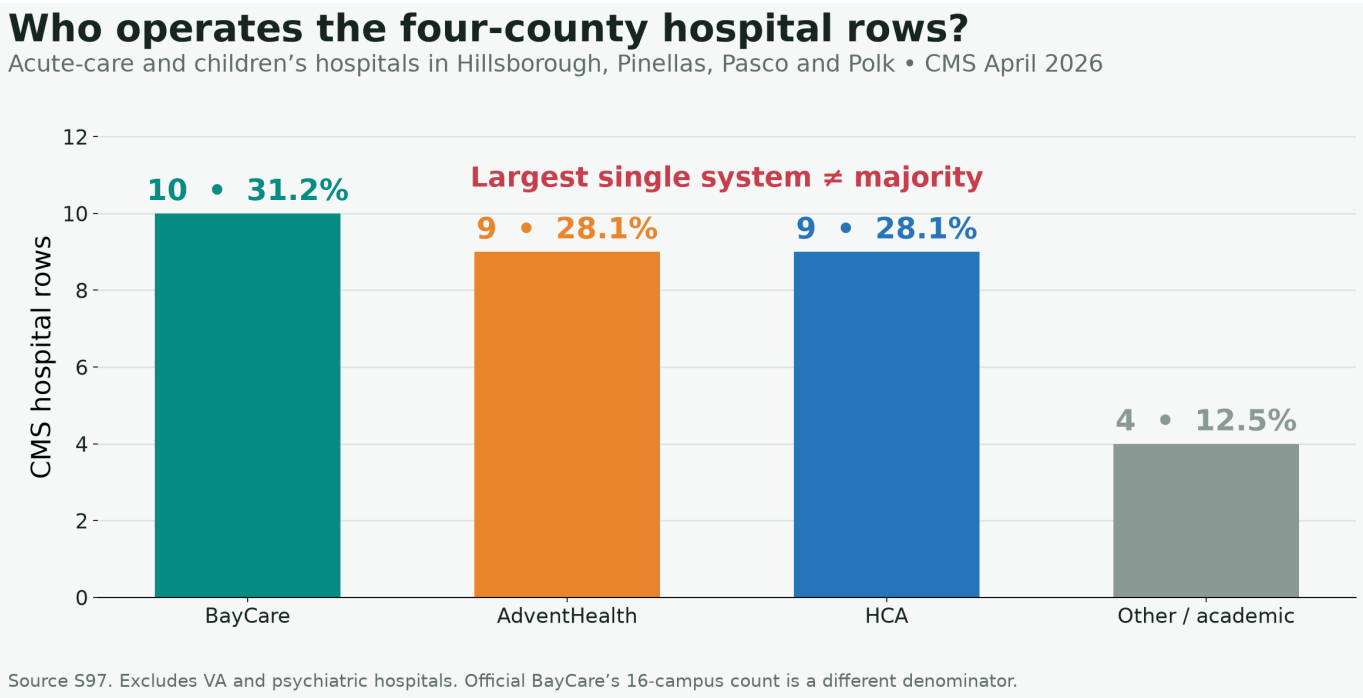
Sources S12/S105. Operating income is a recurring-capacity signal, not cash assigned to Bartow payroll.

BayCare 2025 system scale. The chart is deliberately separated from Bartow's own Form 990 result.

GEOGRAPHY

Regional role and market footprint

BayCare officially lists 16 hospital campuses. In the standardized April 2026 CMS comparison used in the investigation, BayCare represented 10 of 32 rows, or 31.3%, across Hillsborough, Pinellas, Pasco and Polk counties. It was the largest single system in that defined universe, but not a majority.



The 16-campus and 10-of-32 counts use different denominators. Specialty and collocated campuses do not always have separate CMS general-hospital rows.

Interpretation

BayCare has substantial regional influence and resources, but the public comparison does not support saying it owns most hospitals in the four-county area.

LABOR

Nurse pay, regional benchmarks and what one observation means

A Bartow ER nurse reported \$50.35 base pay, 22 years of experience, three years at BayCare and \$58.26 per hour with night and charge differentials. The combined premiums are \$7.91 per hour, or 15.71% of base. The account was not independently verified by a pay statement.

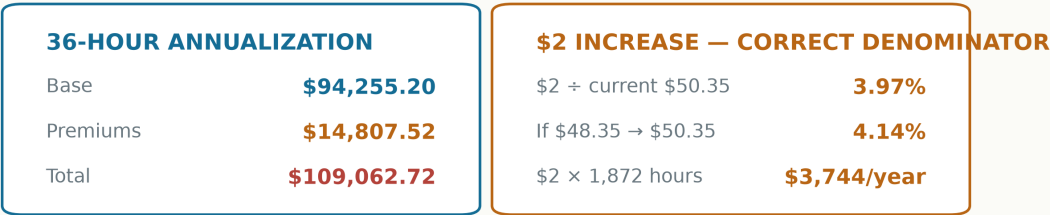
Measure	Hourly	Annual at 36 hours/week	Interpretation
Reported base	\$50.35	\$94,255.20	Before overtime, benefits and taxes
Night + charge premiums	\$7.91	\$14,807.52	Assumes both apply to every paid hour
Reported total	\$58.26	\$109,062.72	Differential-inclusive; not a base-pay median
Regional all-RN median	\$40.40	\$84,032 at 2,080 hours	2025 Lakeland-Winter Haven OEWS
Regional all-RN P90	\$49.07	\$102,066 at 2,080 hours	All RN roles; excludes shift differentials

What the nurse’s \$58.26 actually contains

Reported current hourly pay • one private account • arithmetic checked



\$58.26 total = base + combined night/charge premiums

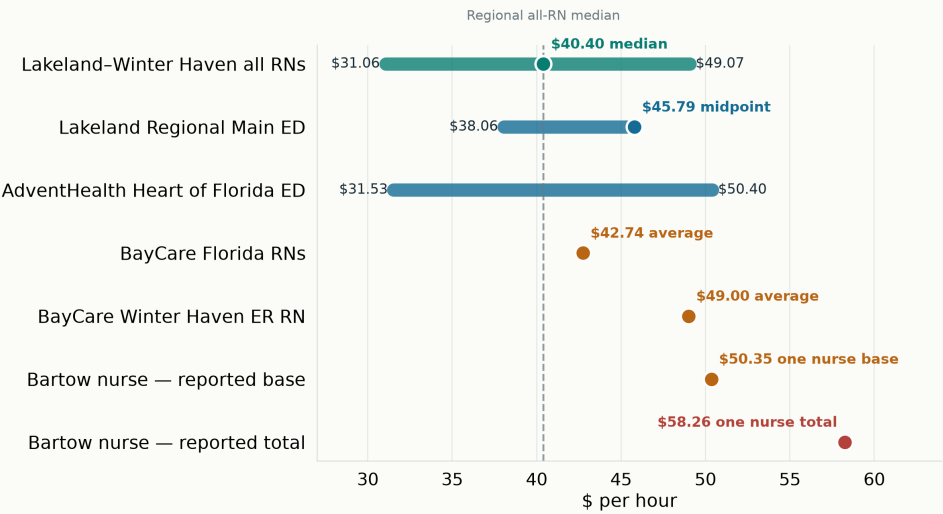


Source S86. 36-hour annualization assumes 1,872 paid hours, no overtime, and both premiums on every hour.

Reported nurse pay decomposition. The annualization is arithmetic, not verified earnings.

One Bartow nurse versus public RN pay signals

Hourly dollars • thick line = published range • dot = median, midpoint, average or one reported wage



Sources S86-S92. Compare base with base. The \$58.26 total includes night + charge premiums.

Public peer evidence brackets the market but does not produce a Bartow senior-ER-charge median.

Median boundary

The only defensible median in this comparison is the 2025 regional all-RN median of \$40.40. One nurse's \$50.35 base cannot be relabeled the Bartow median. It is 24.63% above the regional median and 2.61% above the regional P90, which is plausible for a 22-year ER charge nurse.

AFFORDABILITY

Inflation, living costs and a 5% raise scenario

Inflation and cost of living answer different questions. CPI measures the average price change for a basket of goods and services; a living-wage model estimates household income needed for a specific family configuration. Category inflation such as gasoline is already represented in the weighted CPI and should not be added again.

Public comparison	Observed/model value	How to use it
Tampa-area CPI, July 2025 to July 2026	1.9%	Nearby one-year benchmark; it excludes Polk County
US CPI, July 2025 to July 2026	3.4%	National one-year benchmark
Nearby gasoline category	+27.1%	Personal pressure signal; do not add to all-items CPI
Three-year CPI sensitivity	8.76%	Relevant only if the raise history matches that period

Inflation result

A \$2 increase on the \$40.40 regional median equals 4.95%. That exceeds the one-year 1.9% local and 3.4% national CPI comparisons, but it is below the 8.76% three-year sensitivity if the raise history and dates match that period.

One nurse: 5% base-pay raise

\$52.87	+\$2.52	+\$4,713	\$98,968
new hourly base after 5%	hourly increase	annual gross increase at 36 hours/week	new annualized base

MIT Polk household model	Annual pretax need	Current base margin	Post-5% margin
No children	\$46,093	\$48,162	\$52,875
One child	\$75,088	\$19,167	\$23,880
Two children	\$92,798	\$1,457	\$6,170

Assumptions: one adult, 36 paid hours weekly, 52 weeks, no overtime, and base pay only. Positive margin means annualized gross base exceeds the model's annual pretax need. Taxes, insurance, childcare, commuting, unpaid time and actual household structure can change affordability.

STAFFING

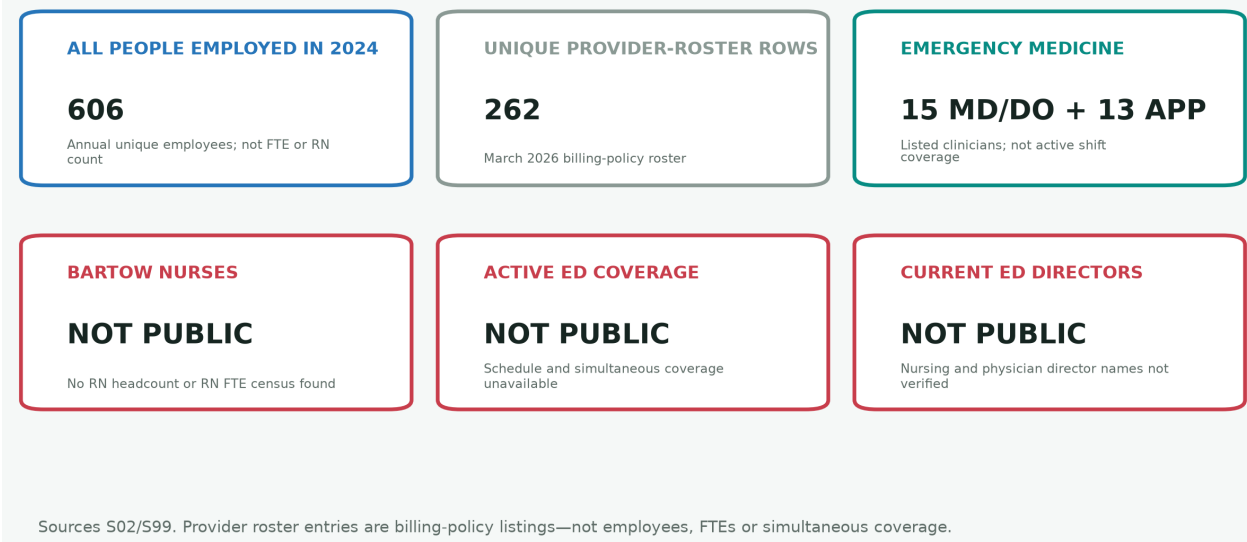
What the public workforce record establishes

The public record provides meaningful institutional counts but not Bartow's nurse staffing grid. This edition keeps those categories separate instead of converting headcount or provider rosters into bedside coverage.

Public number	What it is	What it is not
606	People employed by Bartow during 2024	Nurse headcount, FTE or shift staffing
262	Unique entries on a March 2026 billing-policy provider roster	Employee list or active schedule
15 physicians + 13 APPs	Emergency-medicine taxonomy entries in that roster	Twelve- or 24-hour coverage confirmation
307	Physicians and APPs reported after growth since acquisition	Nurse workforce or current active denominator
39,354	2024 annual ED visits	Night workload, acuity or boarding

Bartow workforce: what is actually countable?

Public records use different denominators; unknowns are displayed, not guessed



Known institutional counts and the categories they cannot answer.

Two public SCP advertisements conflict on physician/APP coverage and facility capacity. The postings show what was advertised on their publication dates, not necessarily what was worked.

Evidence verdict

Public records do not establish a specific unsafe Bartow ER night ratio, a confirmed permanent staffing cut or a resulting mortality trend. They do establish a major capacity increase and a public need for additional recruitment.

CAPITAL INVESTMENT

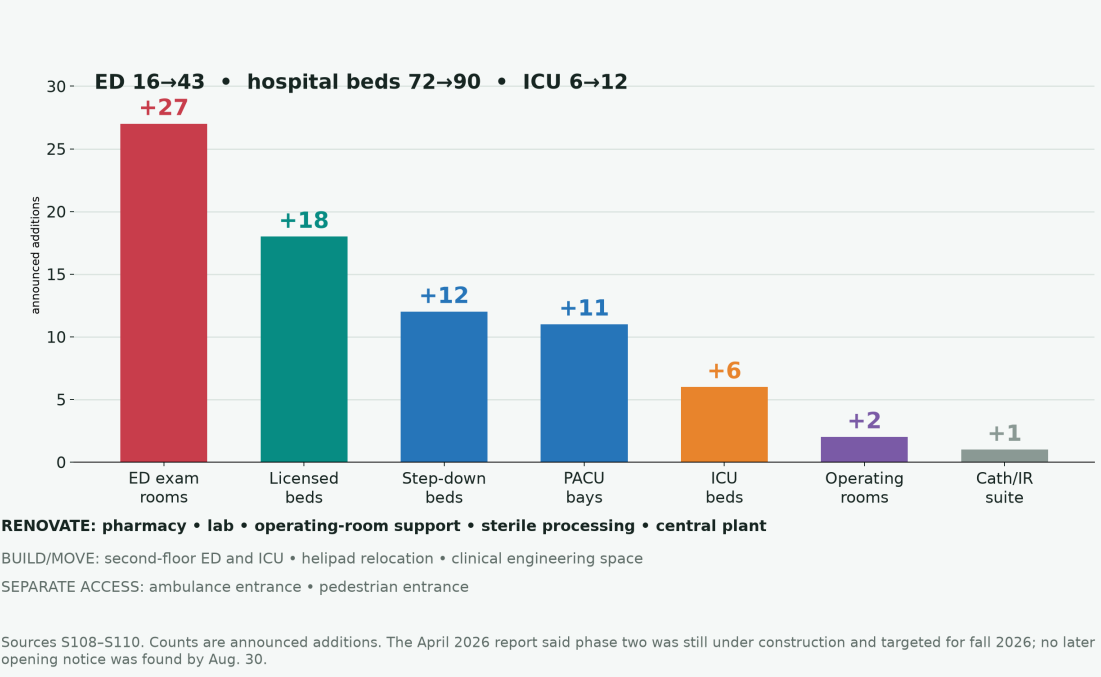
Bartow expansion and renovation

BayCare's announced \$110 million, nearly 70,000-square-foot project is a substantial positive campus investment. It is organized in four phases and expands emergency, inpatient, intensive-care, surgical and diagnostic capacity.

Area	Before	Announced total/addition
ED exam rooms	16	43 total (+27)
Licensed hospital beds	72	90 total (+18)
ICU beds	6	12 total (+6)
Step-down beds	-	12 new
Operating rooms	-	2 new
Cath/interventional-radiology suite	-	1 new
PACU bays	-	11 new

Bartow expansion: capacity, renovation and status

\$110 million • nearly 70,000 square feet • four phases



Announced additions. The latest public status reviewed said phase two was under construction and targeted for fall 2026.

Renovation and construction scope

- Renovation of pharmacy, laboratory, operating-room support, sterile processing and the central plant.
- Helipad relocation plus new clinical-engineering and sterile-processing space.
- Separate ambulance and pedestrian access for the expanded emergency department.
- The April 2026 report explicitly said additional beds would require additional staff and described future recruitment.

SPECTRUM
NEWS

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EMERGENCY

A large white sign with a blue cross logo and the text "Bartow Regional Medical Center" and "BayCare Health System". A play button icon is centered over the sign. The sign is in front of a modern hospital building with a large red "EMERGENCY" sign above the entrance.

Bartow Regional Medical Center

HEALTH

Bartow Regional expanding with new ER and more beds

April 2026 reporting documents the hospital, project status and public expansion rationale.

No later opening notice was found by August 30, 2026. The new rooms are therefore described as announced or under construction, not all operational.

INVESTMENT SCOPE

Purchases, real estate and other investments

What Bartow/BayCare has bought or funded

Keep campus, Bartow-affiliated and system-only projects in separate lanes

BARTOW CAMPUS / ENTITY	BARTOW-AFFILIATED	SYSTEM ONLY / NOT BARTOW
2016~\$60m BayCare bought Bartow hospital assets, clinics and outpatient services	Late 2026Cost not public New 12-bed Lakeland freestanding ED primarily affiliated with Bartow	2021Terms not public BayCare Ballpark naming rights; sponsorship, not sports-company equity
2023\$5k Bartow pledge for Polk State nursing-simulation equipment	2023Terms not public Gessler Clinic joined BayCare in Polk; not a Bartow campus acquisition	2025-28\$563m New Manatee hospital and HealthHub; separate county/project
2024-27\$110m Existing-campus expansion; no separate land purchase identified		2027+Terms not public Zipline drone network starts St. Petersburg-Clearwater; Bartow not announced

Sources S111-S118. An announcement or partnership is not proof of a property purchase or equity investment. Undisclosed financial terms are left blank, not estimated.

Bartow campus, Bartow-affiliated and system-only investments are kept in separate lanes.

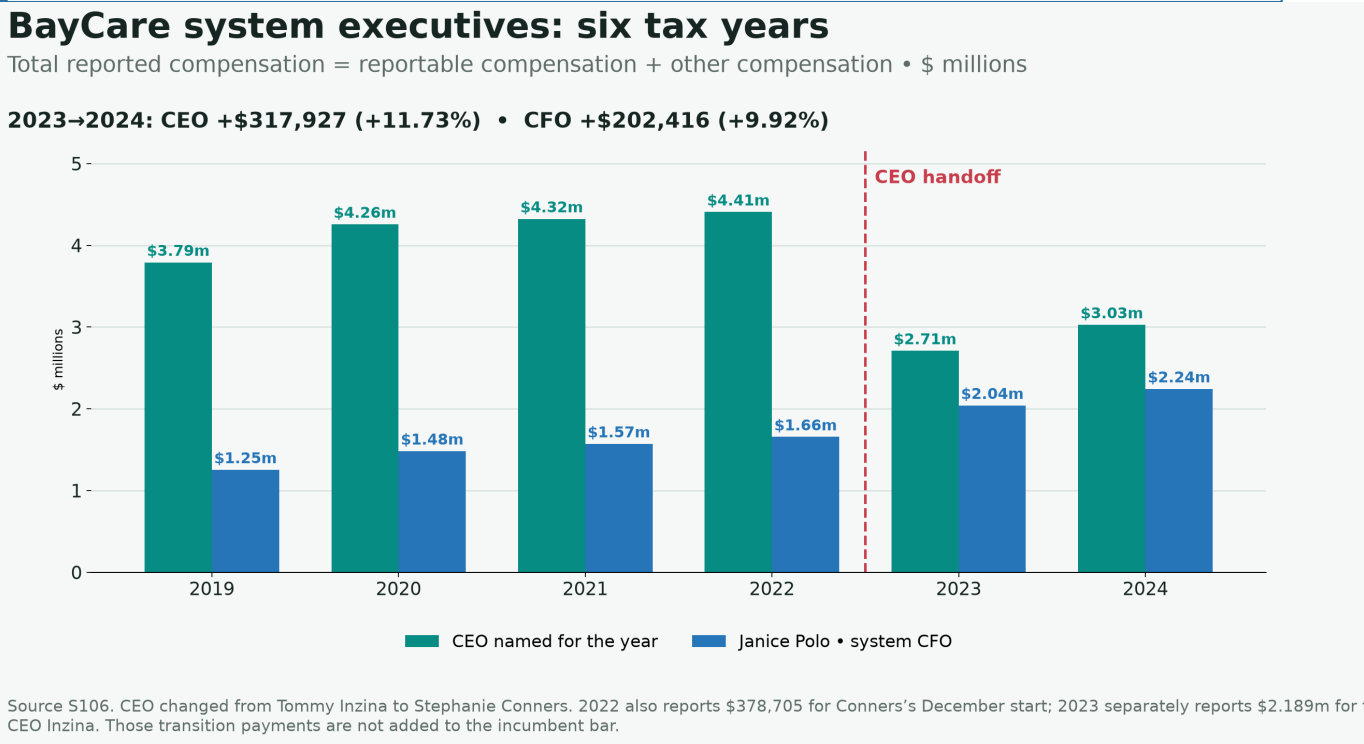
Scope	Investment or transaction	Verified finding
Bartow entity	2016 acquisition	About \$60 million cash for the 72-bed hospital and related outpatient services
Bartow campus	2024-2027 expansion	\$110 million existing-campus project; no separate recent parcel purchase identified
Bartow affiliated	Lakeland freestanding ED	12 ED beds, one triage room and two fast-track rooms; expected late 2026
Bartow workforce	Polk State partnership	\$5,000 Bartow pledge for nursing-simulation equipment
System only	BayCare Ballpark	Naming-rights and healthcare sponsorship, not sports-company equity
System only	Manatee hospital/HealthHub	\$563 million separate county/project
System only	Zipline drone network	Initial St. Petersburg-Clearwater launch; Bartow not announced
Polk, not Bartow	Gessler Clinic	2023 BayCare expansion in Winter Haven/Polk; price not disclosed

LATEST PUBLIC TAX YEAR: 2024

Executive compensation

Year boundary

The latest public compensation filings located are tax year 2024, filed in 2025. They do not disclose 2026 pay. Total compensation combines reportable and other compensation as reported on Form 990.



BayCare system CEO and CFO compensation over six tax years. The CEO series has a leadership handoff and is not one person's six-year raise.

Role/person	2023 total	2024 total	Dollar change	Percent change
System CEO - Stephanie Conners	\$2,709,242	\$3,027,169	+\$317,927	+11.73%
System CFO - Janice Polo	\$2,040,740	\$2,243,156	+\$202,416	+9.92%

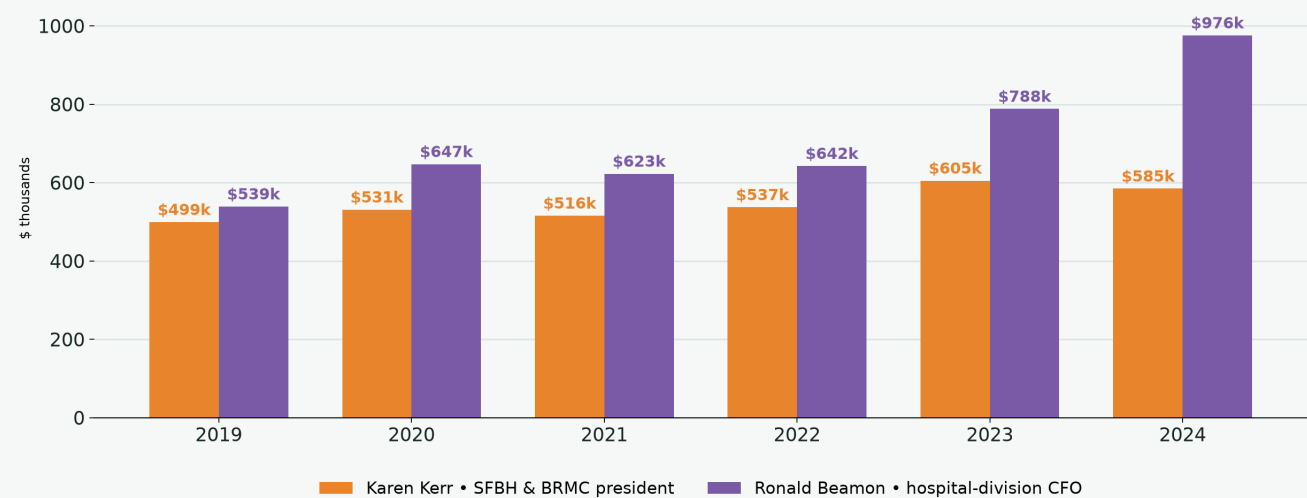
Janice Polo's 2019-to-2024 total increased \$989,307, or 78.90%. The CEO comparison contains a structural break: Tommy Inzina is the named CEO through 2022, Stephanie Conners began in December 2022, and separate transition compensation is reported for both executives.

Bartow-linked leadership

Bartow-linked leadership: six tax years

Related-organization compensation shown on Bartow’s Form 990 • \$ thousands

2023→2024: Kerr $-\$20,344$ (-3.36%) • hospital-division CFO $+\$187,496$ ($+23.79\%$)



Source S107. Karen Kerr also leads South Florida Baptist Hospital; Ronald Beamon is BayCare Hospital Division CFO. Neither series is a Bartow-only salary or cost allocation.

Compensation shown on Bartow’s filing for leaders with broader related-organization roles. These are not Bartow-only salary allocations.

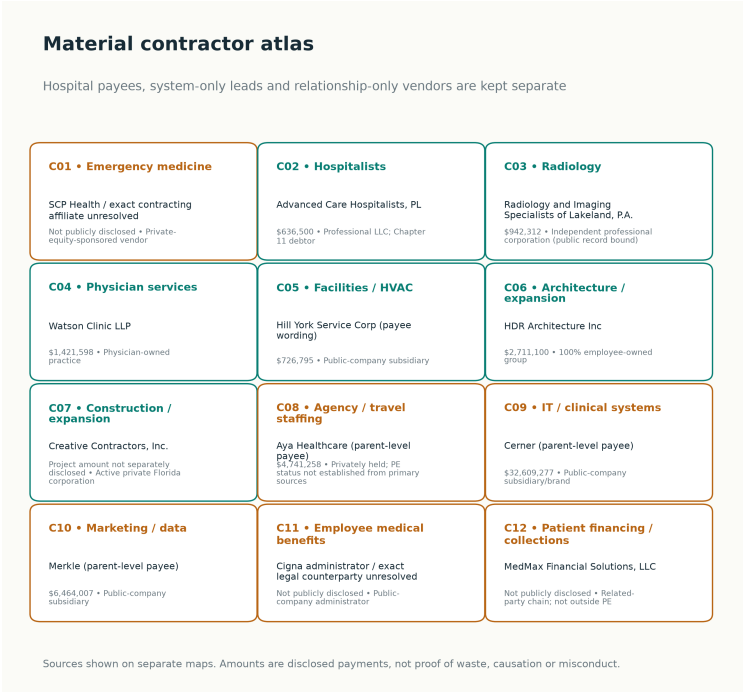
Role/person	2023 total	2024 total	Latest change	2019-2024 change
Karen Kerr - Bartow and SFBH president	\$604,916	\$584,572	-\$20,344 (-3.36%)	+\$85,318 (+17.09%)
Ronald Beamon - Hospital Division CFO	\$788,187	\$975,683	+\$187,496 (+23.79%)	+\$436,652 (+81.01%)

Florida’s 2026 corporate record lists Kimberly Guy as corporation president, Karen Kerr as vice president and Ronald Beamon as treasurer. Legal corporate-officer titles can differ from operating hospital titles. No Bartow-only CFO compensation figure was located.

OUTSIDE SERVICES

Contractors and private-capital exposure

The public contractor inventory distinguishes hospital payees from parent-level payees and relationship-only leads. A payment, recruitment advertisement or shared brand does not automatically prove ownership, control or Bartow-specific spending.



Material contractor atlas. Amounts are disclosed payments, not evidence of waste, causation or misconduct.

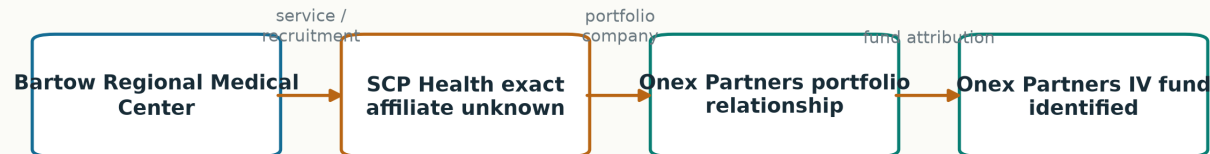
Department	Vendor or lead	Amount/scope	Ownership finding
Emergency medicine	SCP Health / local affiliate unresolved	Contract amount not public	Onex portfolio company; hospital not PE-owned
Hospitalists	Advanced Care Hospitalists, PL	\$636,500 Bartow payee	Professional LLC; Chapter 11 debtor
Radiology	Radiology & Imaging Specialists of Lakeland	\$942,312 Bartow payee	Independent professional corporation
Physician services	Watson Clinic LLP	\$1,421,598 Bartow payee	Physician-owned practice
Facilities/HVAC	Hill York Service Corp	\$726,795 Bartow payee wording	Public-company subsidiary
Architecture	HDR Architecture Inc.	\$2,711,100 Bartow payee	Employee-owned group
Agency staffing	Aya Healthcare	\$4,741,258 parent level	Private; primary-source PE status not established
IT	Cerner / Oracle	\$32,609,277 parent level	Public-company subsidiary/brand
Marketing	Merkle / Dentsu	\$6,464,007 parent level	Public-company subsidiary

PRIVATE-EQUITY LINKAGE

Emergency medicine: SCP Health and Onex

Emergency medicine: follow the contract, not the hospital logo

C01 • each arrow names the relationship; unknown edges stay unknown



READING RULE: a service or payment edge is not automatically an ownership edge.

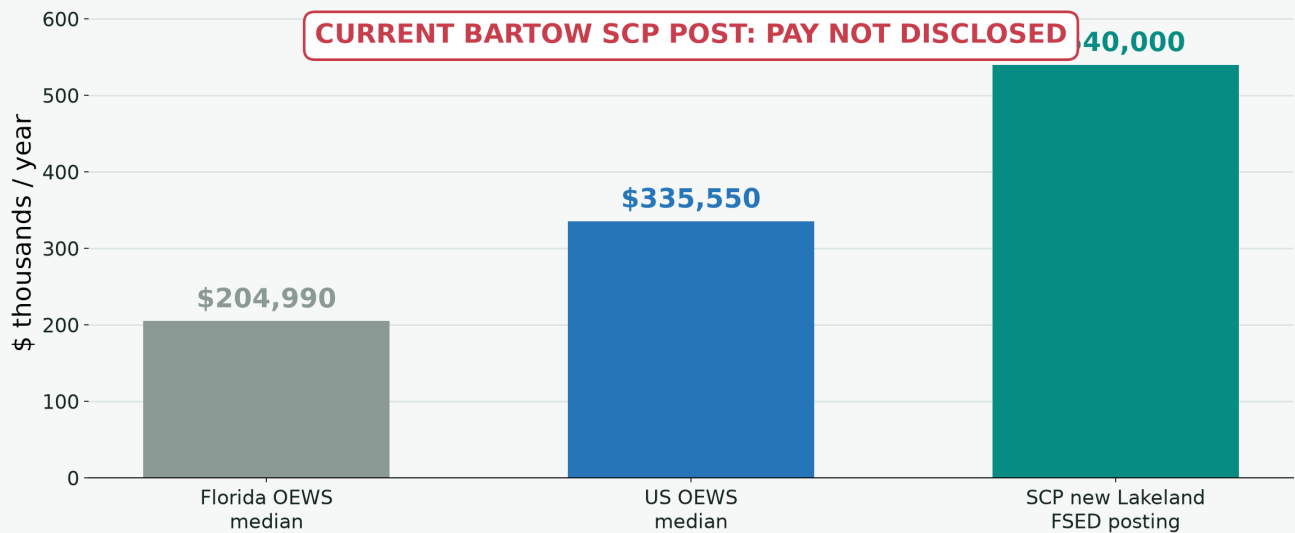
Sources S31 S32 S33 S64. Separate payment, service, ownership and affiliation.

Publicly supported chain from Bartow emergency medicine to SCP Health, Onex Partners and the identified Onex Partners IV fund. Unknown intermediate legal links remain explicit.

- Confirmed relationship: SCP maintains an official Bartow facility page and current emergency-medicine recruitment tied to Bartow.
- Private-capital sponsor: Onex identifies SCP Health as a portfolio company, with the historical Schumacher name preserved.
- Local entity evidence: NPPES and Florida records point to Polk Emergency Group and The Schumacher Group of Florida in the local chain.
- Compensation boundary: current Bartow physician pay is not publicly disclosed. A different new Lakeland freestanding-ED posting advertises \$540,000 and cannot be treated as current Bartow pay.
- Expansion boundary: no public amendment or executed agreement was found proving SCP will staff all 27 added ED rooms or specifying future physician/APP hours.

Emergency physician pay: the Bartow number is missing

Annual dollars • current occupation medians versus a different new-facility offer



Sources S100/S102/S103. The \$540k ad is for a new Bartow-affiliated Lakeland FSED, not current Bartow hospital physicians.

Emergency-physician pay reference lanes. The \$540,000 item is a recruiting advertisement for a new Bartow-affiliated Lakeland site, not actual Bartow compensation.

What this proves

Bartow has exposure to a PE-backed emergency-medicine vendor. It does not prove that Bartow or BayCare is PE-owned, that SCP caused a staffing decision, or that a particular physician was underpaid.

CLAIM BOUNDARIES

Controversies and legal-status corrections

Recent cases: amount, scope and outcome

Simple timeline • settlement is not conviction; dismissal is not a merits win

2022

\$20m

DOJ Medicaid matching settlement
Four BayCare hospitals; Bartow not named • Settlement; no admission stated

2025

\$800k

OCR HIPAA settlement
BayCare system privacy matter • Settlement / corrective action

2026

No award

Lall v. BayCare cardiologist dispute
Separate physician case; not ER pay • Dismissed without prejudice

Sources S34–S36. The \$20m DOJ matter named four other BayCare hospitals, not Bartow.

Cases and settlements are shown with entity, issue and disposition boundaries.

Event	Verified scope/status	What it does not establish
2022 \$20m Medicaid settlement	Four named BayCare hospitals; alleged 2013-2015 donation arrangements	Bartow ER staffing or physician pay
2025 \$800k OCR resolution	System-level potential HIPAA Security Rule violations	Bartow nurse ratios or budget causation
2026 Lall litigation	Separate cardiologist/BayCare Medical Group case; dismissal without prejudice	The anonymous Bartow ER physician allegation
Anonymous employee review	Same campus, Med-Surg/Telemetry, unverifiable identity	ER-night staffing prevalence or a permanent cut

The targeted review found no public case matching an unnamed Bartow ER physician, SCP compensation terms and a departure for nonpayment. Public silence is not proof that no private dispute exists.

VERIFIED SYNTHESIS

Balanced conclusion

Overall finding

Bartow is a BayCare-controlled nonprofit hospital with positive historical finances, favorable safety evidence, documented community benefit and a major campus expansion. The public record supports a nuanced accountability case, not a claim that the hospital is PE-owned, universally unsafe or unable to pay its workforce.

Strongest positive findings

- Spring 2026 Leapfrog A and no worse-than-national result among the available CMS mortality measures reviewed.
- \$9.93 million of reported 2024 Schedule H community-benefit categories, including \$3.32 million net financial assistance.
- \$110 million existing-campus expansion with substantially greater emergency, inpatient, ICU, step-down and surgical capacity.
- Documented stroke, cardiovascular, STEMI, robotic-surgery and aquablation capabilities.
- Positive historical Bartow and BayCare financial results, plus public workforce-pipeline and nursing-development initiatives.
- The reported experienced nurse base is above the public regional all-RN median and modeled Polk living-wage thresholds used here.

Important limits that remain part of the record

- Latest public executive compensation is 2024, not 2026.
- One nurse's pay does not establish Bartow's median or the fairness of a senior ER charge-nurse scale.
- The public record does not disclose current Bartow nurse headcount, FTE, night staffing or actual worked ratios.
- The \$24.50 million Form 990 surplus and \$86.66 million affiliate receivable are not proof of unrestricted 2026 cash.
- SCP/Onex is a contractor/sponsor relationship, not hospital ownership.
- Announced rooms and beds are not labeled operational until opening, licensure and staffing are verified.

In an emergency, call 911 or use the nearest appropriate emergency department. This research is not advice to delay emergency care.

SOURCES

Selected source register

The complete internal investigation retains 118 source-ledger entries. This answered-findings edition lists the primary and most important secondary sources supporting the material claims shown here. Links are clickable.

[S01 - Bartow hospital license profile \(Florida AHCA; License 2026-04-01 through 2028-03-31\)](#)

[S02 - Bartow 2024 Form 990 \(IRS filing via ProPublica; Calendar 2024\)](#)

[S06 - Bartow 2024 Schedule H \(IRS filing via ProPublica; 2024\)](#)

[S07 - Bartow 2024 Schedule R \(IRS filing via ProPublica; 2024\)](#)

[S08 - BayCare parent 2024 Form 990 \(IRS filing via ProPublica; 2024\)](#)

[S11 - BayCare 2025 financial highlights \(BayCare; 2024–2025\)](#)

[S12 - BayCare boosts operating margin to 11.8% in 2025 \(Becker's Hospital Review; FY2023–FY2025\)](#)

[S13 - How 12 large systems performed in Q1 \(Becker's Hospital Review; Q1 2026\)](#)

[S15 - BayCare leadership directory \(BayCare; Current page accessed Aug 28 2026\)](#)

[S16 - Bartow hospital leadership \(BayCare; Kerr appointment February 2019; current page\)](#)

[S17 - Bartow expansion set to begin \(BayCare; 2024 plan; 2018/2023 ED volumes\)](#)

[S18 - New emergency department in Lakeland \(BayCare; Planned late 2026\)](#)

[S19 - July 2026 Tampa area CPI \(US Bureau of Labor Statistics; July 2025–July 2026\)](#)

[S20 - July 2026 national CPI release \(US Bureau of Labor Statistics; July 2025–July 2026\)](#)

[S21 - Registered nurse local wage estimates \(O*NET / US Department of Labor; BLS OEWS; 2025 OEWS\)](#)

[S22 - Living wage calculation for Polk County \(MIT Living Wage Calculator; 2026 model\)](#)

[S27 - Hospital General Information — Bartow \(CMS Provider Data; Dataset retrieved Aug 28 2026; measure periods not resolved\)](#)

[S28 - Eleven BayCare hospitals earn top safety grade \(BayCare reporting Leapfrog results; Spring 2026\)](#)

[S29 - Bartow Leapfrog hospital survey \(The Leapfrog Group; Current retrieved page; survey dates vary\)](#)

[S30 - Bartow emergency medicine physician job \(SCP Health via PracticeLink; Current listing retrieved Aug 28 2026\)](#)

[S31 - Bartow facility profile \(SCP Health; Current page\)](#)

[S32 - SCP Health portfolio company \(Onex; July 2015–present on retrieved page\)](#)

[S37 - BayCare nursing careers \(BayCare; Current page\)](#)

[S38 - Employee benefits \(BayCare; Current page\)](#)

[S40 - Half a billion in 2025 community benefit \(BayCare; 2025\)](#)

[S41 - Financial assistance policy \(BayCare; June 2021 historical policy\)](#)

[S42 - Phillies spring training naming agreement \(Philadelphia Phillies / MLB; 2021 agreement\)](#)

[S45 - FNA ICON award \(BayCare; 2025\)](#)

[S46 - About Bartow Regional Medical Center \(BayCare; Current page\)](#)

[S47 - Bartow expansion reporting and building photograph \(Tampa Bay Business Journal; 2024\)](#)

[S51 - 2024 margin and debt report \(Becker's Hospital Review; FY2024\)](#)

[S59 - Current Bartow corporate registration \(Florida Division of Corporations; Current through 2026 annual report\)](#)

[S60 - Bartow expansion topping-out milestone \(BayCare; Project status December 2025\)](#)

[S61 - BayCare 2025 report to the community \(BayCare; Calendar 2025 / projects through 2027\)](#)

[S63 - Bartow RN Med-Surg/Telemetry job \(Employ Florida / NLx; Posted 2026-07-25\)](#)

[S64 - Current Bartow emergency physician job \(SCP Health via PracticeMatch; Posted 2026-08-15\)](#)

[S65 - Polk nursing-workforce partnership \(BayCare; June 2023\)](#)

[S85 - BayCare 2024 physician report \(BayCare; 2024 initiatives; published 2025\)](#)

[S87 - Registered nurse local wage percentiles \(O*NET / US Department of Labor; BLS OEWS; 2025 OEWS\)](#)

[S88 - OEWS pay terms \(US Bureau of Labor Statistics; Current page modified 2025-05-08\)](#)

[S93 - CPI-U historical series CUUR0000SA0 \(US Bureau of Labor Statistics; August 2023 through July 2026\)](#)

[S94 - BayCare 2024 Report to the Community and growth release \(BayCare; Calendar 2024\)](#)

[S95 - BayCare 2024 bond resolution \(Hillsborough County Industrial Development Authority; Resolution drafted July 2024; issuance authorized through 2025\)](#)

[S100 - Bartow emergency-medicine physician job \(SCP Health via PracticeLink; Current listing retrieved 2026-08-29\)](#)

[S106 - BayCare Health Systems Form 990 series \(IRS filings via ProPublica Nonprofit Explorer; Tax years 2019-2024\)](#)

[S107 - Bartow Regional Medical Center Form 990 series \(IRS filings via ProPublica Nonprofit Explorer; Tax years 2019-2024\)](#)

[S108 - Bartow Regional expanding with new ER and more beds \(Spectrum News 9; Construction status April 2026\)](#)

[S109 - Bartow Regional Medical Center Expansion Set to Begin \(BayCare; Approved 2024-06-04; announced project scope\)](#)

[S110 - Bartow expansion topping-out milestone \(BayCare; Construction begun November 2024; topping out December 2025\)](#)

[S111 - BayCare building new emergency department in Lakeland \(BayCare; Anticipated late-2026 opening\)](#)

[S112 - Community Health Systems 2016 Form 10-K \(US Securities and Exchange Commission; Transaction effective 2016-01-01\)](#)

[S113 - BayCare Ballpark naming-rights agreement \(BayCare and Philadelphia Phillies; Six-year term plus five-year renewal option\)](#)

[S114 - BayCare partners with colleges in Polk County \(BayCare; 2022-2023 workforce pipeline\)](#)

[S115 - Bartow Regional Medical Center current corporate registration \(Florida Division of Corporations; Current 2026 corporate officers\)](#)

[S116 - BayCare 2025 report to the community \(BayCare; Calendar 2025\)](#)

[S117 - BayCare and Zipline to launch drone delivery service \(BayCare; Expected launch late 2027\)](#)

[S118 - BayCare and Gessler Clinic join \(BayCare; 2023 Polk County transaction\)](#)

Evidence note

The public-source universe is substantial but cannot reconstruct confidential payroll, schedules, executed contract amendments or internal budget decisions. Those absences are stated as limits rather than converted into favorable or adverse findings.