



THE ROAD AHEAD

MEMBER HOSPITALS

Archbold Medical Center
Athens Regional Medical Center
Brooks County Hospital
Clinch Memorial Hospital
Colquitt Regional Medical Center
Columbus Regional Healthcare System
DeKalb Medical
Doctors Hospital
Donalsonville Hospital, Inc.
Dorminy Medical Center
Early Memorial Hospital
Emory Healthcare
Emory Orthopaedics and Spine Center
Emory University
Emory University Hospital Midtown
Floyd Medical Center
Georgia Health Sciences Medical Center
Grady General Hospital
Grady Health System
Gwinnett Health System, Inc.
Gwinnett Medical Center-Duluth
Henry Medical Center
Hillandale Hospital
Houston Healthcare
Hughston Hospital
Lanier Park Hospital
Medical Center of Central Georgia
Memorial Hospital and Manor
Mitchell County Hospital
Northeast Georgia Medical Center
Northside Hospital
Northside Hospital - Cherokee
Northside Hospital - Forsyth
Perry Hospital
Phoebe Putney Healthcare System
Phoebe Sumter Medical Center
Phoebe Worth Medical Center
Piedmont Healthcare
Piedmont Mountainside Hospital
Piedmont Newnan Hospital
Putnam General Hospital
Satilla Regional Medical Center
Smith Northview
South Georgia Medical Center
Southeast Georgia Health System
Southeast Georgia-Camden
Southern Regional Health System
Southwest Georgia Regional Medical Center
St. Joseph's/Candler
St. Mary's Healthcare System
Stephens County Hospital
Tanner Health System
Tift Regional Medical Center
University Hospital
Wayne Memorial Hospital
WellStar Health System
WellStar Douglas Hospital
WellStar Cobb Hospital
WellStar Kennestone Hospital
WellStar Paulding Hospital
WellStar Windy Hill Hospital
West Georgia Health System



The Road Ahead

In his unique way with words, Yogi Berra advised, "When you arrive at a fork in the road, take it." Hospital tax. Health reform. ICD-10 codes. Electronic medical records. Unemployment. Prevention. Trauma care. Chronic care. Public health. Mergers. Acquisitions. The list of forks on our horizon is long... and growing. As Yogi pointed out, we have two options: become paralyzed and go nowhere or follow his advice and keep moving.

This year, as evident in the Annual Report, the Georgia Alliance of Community Hospitals is moving. We have worked diligently to advocate on behalf of our members – ranging from educating journalists on hospital profit margins and cash reserves to bringing the Surgeon General to speak about the intersections between hospitals and public health. Our mission is to forge ahead and carry on with you as we mark our path and continue our journey towards our destination: a healthy future for a healthy state.

We hope you see this report as an opportunity to reflect on the year and help set our course for navigating 2012.

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LETTER FROM OUR PRESIDENT

Since 1983, the Georgia Alliance of Community Hospitals has been working on behalf of the state's Not-for-Profit, community hospitals. 1983. 28 years that seem like a lifetime and a blink of the eye. As I reflect on 2011, I am struck by the fact that the challenges facing Not-for-Profit hospitals in Georgia remain much the same as the past few years.

We have been hearing "in this economy" for so long that we seem to forget what life was like before "this" economy. For us, this economy means a hospital "bed tax," fear of additional cuts in the Medicaid program and uncertainty around patient payer mix as more people are losing jobs with benefits and health reform looms on the horizon.

These are daunting challenges and could certainly keep me up at night. Where I find my peace and hope is in the work of our member hospitals. As special interest groups question the value of our community contributions, I get the pleasure of hearing the stories of the programs, innovations and hearts of our Not-for-Profit, community hospitals and their leaders. This year, the Alliance had the privilege of honoring Gary R. Colberg, CEO of Southeast Georgia Health System, Athens Regional Hospital and Piedmont Mountainside for their work in their communities. On top of these well-deserved honors, I got to read all of the award entries and be reminded of what true gems we have in Georgia!

As we continue to combat the skeptics, we will tout the independent research we commissioned that found:

- Our member hospitals have an aggregate shortage of at least \$2.5 billion in cash reserves to meet their established replacement needs.
- Our hospitals are reinvesting substantially more in their communities than in state, for profit national counterparts.
- For every dollar of total state tax exemption, community, not-for-profit hospitals provide an average of \$4.16 in uncompensated care.

In addition to a statewide story, each hospital has its own. While hospitals are struggling, national studies show that the health care industry is one of the few driving job growth. In many communities, our hospitals are among the largest employers and we are growing. Our hospitals create some of the most stable and sought-after jobs in the community. We provide hope to Georgians who want to live in the community they love, earning a good living for their families and knowing their health is protected.

The road ahead will be challenging, but we will work together to find the opportunities in 2012 to tell our stories and advocate for better days. We save lives. We drive health and wellness. We employ thousands. We are fueling a better tomorrow for our communities. We are the heart and health of Georgia.

Sincerely,



Monty M. Veazey
President/CEO
Georgia Alliance of Community Hospitals



ROAD AHEAD

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That's the true measure of what we're all about.

Northeast Georgia Medical Center — Ranked in Top 100 Hospitals in America by Thomas Reuters

"I have worked with a lot of companies that said they could help our revenue cycle, charity care levels, and cash position. Medlytix was one of the few who came through - and greatly exceeded my expectations for the positive impact they have had on our community hospital."

Sandra Johnson

VP Revenue Cycle Management
Northeast Georgia Medical Center, Gainesville, Ga.

Piedmont Hospital – Nation's Top 10 percent of Best Cardiac Care Hospitals – HealthGrades

"Medlytix has the most unique process for identifying presumptive charity accounts that I am aware of. We now have a very smooth process to identify those accounts that meet our charity guidelines in an automated fashion. The results have more than met our expectations."

Richard L. Childs, FHFMA

Corporate Director - PFS,
Piedmont Healthcare, Atlanta, Ga.

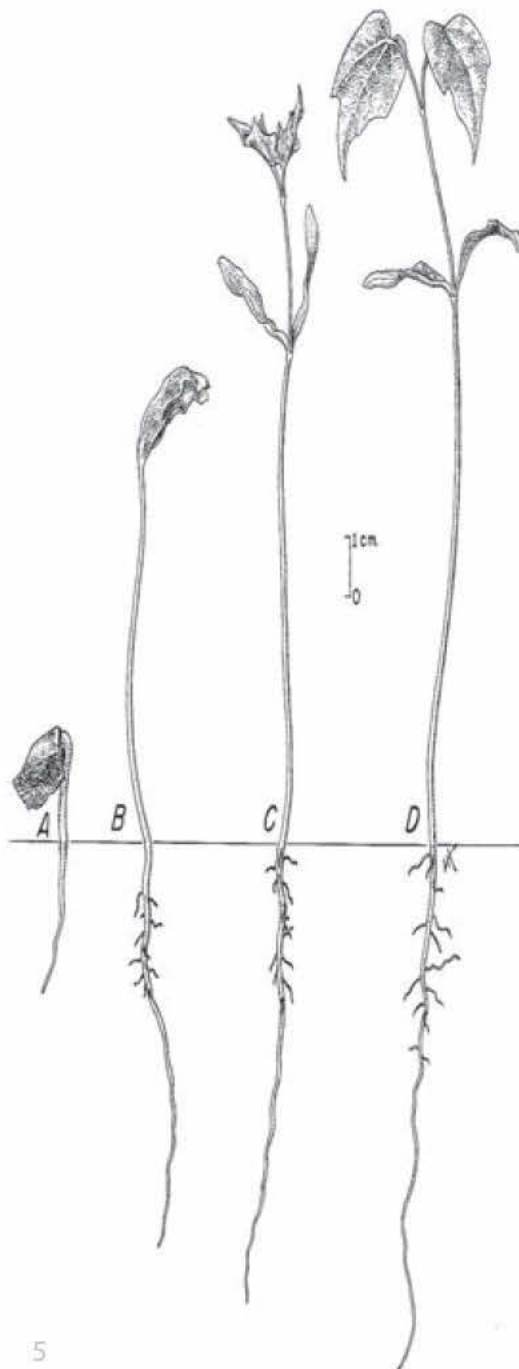
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VHA Georgia members and Phoenix Health Care Management Services stockholders realized more than \$79.8 million in regional savings and value in 2010.

We work to help you harvest immediate improvements and help to plant seeds that will afford you future growth and success.





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Parker Hudson was selected by the Advisory Board as the charter member from Georgia of its Health Care Law Roundtable. Parker Hudson's Health Care Practice Group also has been recognized as one of only 3 health law practices in Georgia to earn the elite "Band 1" designation (highest category) in the prestigious 2010 and 2011 Chambers USA guide.

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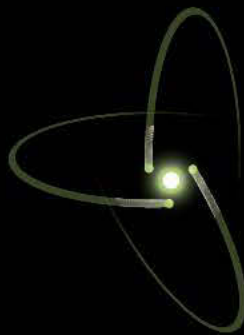
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2011 PRESENTING SPONSOR



Presenting Sponsor Medlytix CEO, Arvind Krishnaswami, offered an insightful presentation illustrating how and why providers should more proactively utilize and implement a presumptive charity care solution that uses technology and data analytics to assess their self-paying populations.

The practice of applying data analysis has long been used in corporate America, allowing large companies to more efficiently and effectively make sound economic decisions about consumers in a proven and scientific manner. While these same analytical processes have been adapted and proven specifically for the healthcare industry, they have not been readily adopted or as important, until recently. As a result of the new IRS requirement (Form 990 New Schedule H) regarding the accurate and appropriate assignment of charity, providers are faced with the challenges of: giving enough charity so as to maintain their tax exempt status; not giving charity to patients who are able to pay; and, finding a process that will assign charity scientifically that is objective, unbiased, and defensible in the face of an audit. While the economic benefits are blatantly apparent, the significant community benefits should not be overlooked.

2011 PREFERRED SPONSOR

Bank of America
Merrill Lynch



Event sponsor Bank of America provided an update on trends regarding mergers and acquisitions in the market. They provided a detailed overview of considerations health system administrators and CEOs must make when contemplating mergers, including: take a proactive approach to determining the fate of your organization in the new era of healthcare reform; analyze operational performance based on Medicare only reimbursement and ability to bring costs in line; critically assess your strategic position in the market; ascertain what you believe will be the end game in your market and how your organization fits in; evaluate all strategic alternatives for all assets and services across the continuum of care; be open to discussions with all parties; and develop a comprehensive strategic plan as soon as possible.

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HOSPITALS OF THE YEAR

LARGE HOSPITAL OF THE YEAR ATHENS REGIONAL HOSPITAL



This year's Large Hospital of the Year winner – Athens Regional Hospital – provided \$40 million in charity care in 2009, more than all other facilities in the area combined. Athens Regional has been active in workforce development, partnering with the Medical College of Georgia and the University of Georgia in a 4-year, medical-education program, helping to address the desperate need for additional health care providers as well as pumping dollars into the local economy. This program has the potential to generate \$1.6 billion additional dollars annually and create more than 10,000 additional jobs statewide. Extending beyond its walls, Athens Regional has provided support to more than 40 non-profit community organizations, raising more than \$300,000 last year alone to support various causes important to the community.

The Hospital of the Year competition spotlights the important value of Georgia's community hospitals and applicants are evaluated based on their impact in one or more of the following areas:

- Improving access among underserved populations
- Supporting major economic development initiatives
- Supporting major quality-of-life initiatives
- Providing extraordinary community benefits
- Enhancing or expanding critical health care services



SMALL HOSPITAL OF THE YEAR **PIEDMONT MOUNTAINSIDE**



This year's Small Hospital of the Year – Piedmont Mountainside – has transformed from a struggling and unprofitable facility to a quality-driven healthcare provider, expanding to provide superior health services to its rural community. The hospital now offers a multitude of new services and has increased inpatient admissions by 17.5 percent and outpatient visits by 48.5 percent. To support expansion of services, Piedmont Mountainside has recruited top physicians to the area, recently adding 45 new physicians to its staff. At the same time, Piedmont Mountainside has been partnering with community organizations, hosting community-focused activities to maximize scarce resources and encourage healthy behaviors. The hospital assists local schools in compliance with the state wellness policy and provides support to the local clinics and health departments. Piedmont Mountainside was one of only five hospitals, out of 10,000, to receive the 2010 Press Ganey "Partner of Choice" award and CEO Mike Robertson was featured in Modern Healthcare as one of the 2010 "Up & Comers."

2011 Hospitals of the Year:
Giving Back When it is
Needed the Most
We have all seen it: the
economy forcing more
people out of work and
into our doors with either
Medicaid or no insurance
at all. Moving from a
reactive posture to a
proactive one, finding
creative ways to provide
care using limited and
diminishing resources, is
not an easy situation to
maneuver. This year's
winners have
demonstrated a
tremendous amount of
generosity, creativity and
innovation in giving back
to their communities in a
time when the need has
never been as great.

HOSPITALS OF THE YEAR



AWARD HIGHLIGHTS

2011 CEO of the Year: Inspiring a Movement



Each year, we select an exceptional not-for-profit CEO that embodies a spirit of philanthropy and innovation. At the Alliance, we believe that from that spirit, an exceptional hospital is born and these efforts should be applauded.

In the midst of this economic downturn, it is rare to find an unwavering commitment to medical excellence paired with an impressive fiscal record; however, the 2011 CEO of the Year – Gary R. Colberg of Southeast Georgia Health System – has managed just that. Here are just a few of his achievements that earned him this year's award:

- While overseeing continued expansion of his healthcare facilities, including a comprehensive Orthopedic and Spine Center and a state-of-the-art cancer program, of which only 222 exist in the world, Colberg also managed to transform the hospital's finances from a \$13.5 million deficit, to an \$11.1 million profit, in his first year alone.

- Under Colberg's leadership, Southeast Georgia Health System has created a patient-centric, team-driven atmosphere where staff feels invested, proud, and appreciated for the work they do.
- His open-door policy and approachability have garnered numerous awards, including the "Men of Distinction Award" from The Links, Inc., and the coveted "Senior-Level Healthcare Executive Award," from the American College of Healthcare Executives.
- Colberg's good work inspired author David Herdinger to write *Healing a Hospital*, a book which chronicles the health system's 6-year financial, business and community reputation turnaround.

Outside of the hospital's transformation and success, Colberg makes a point to provide support to his community, reaching out to smaller hospitals in the region to find innovative ways to keep those facilities afloat. He is active in many professional and community organizations, including the Institute of Health Administration Advisory Board at Georgia State University and as President for his area Boy Scouts of America.

For all of these reasons and many more, it is our pleasure to honor Colberg as the Alliance's 2011 CEO of the Year. Congratulations and well done!

2011 Legislator of the Year: Leadership Defined



Martin Luther King, Jr. captured the very essence of great leaders when he said, "The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy."

Each year the Georgia Alliance makes it priority to honor an individual who stands above the fray; someone who does the right thing even when it isn't easy; and elicits trust and leadership. For the last several years the Alliance has faced serious challenges. Challenges that require us to be assertive on behalf of our members and take a stand.

The Alliance is proud to honor Stacey Abrams as our 2011 Legislator of the Year. She was willing to confront the Special Council on Tax Reform about the foundations for its recommendations, ultimately revealing that they were premature and the Council members were uninformed of the complete repercussions of the proposal. Abrams is recognized by her legislative peers for the force of her intellect and has been applauded by Governor Deal for

her work in helping preserve the Hope scholarship. She is the first woman to serve as Minority Leader in the Georgia General Assembly and has won numerous awards and distinctions for her dedicated service. Currently, in the Georgia House of Representatives, she serves on the Code Revision, Defense and Veterans Affairs, Judiciary Non-Civil and Ways and Means Committees. Additionally, she is an active voice in advancing the economic state of Georgia, by focusing on bringing valuable jobs to the state.

ANNUAL MEETING PRESENTATION HIGHLIGHTS

Surgeon General

The Honorable Vice Admiral Regina M. Benjamin, MD, MBA returned to the home state of her medical education to speak about the intersection between public health and community hospitals. "We need to make healthy choices easy and affordable," Dr. Benjamin advised at the Annual Conference. "Exercise is medicine." America's Doctor shared insights on her administration with the US Department of Health and Human Services Office of the Surgeon General, including campaigns, policies and initiatives to get people moving, reduce violence, increase medication adherence, address workforce issues and meet the needs of people with mental health and substance abuse challenges.



Lieutenant Governor

Lt. Governor Casey Cagle shared his thoughts on the state of the state and our potential future. He focused on the role of investing in business as the best approach to turn the economy for the better. The Lieutenant Governor described economic development as "a full contact sport," noting the need to examine revenue, taxes, and the full spectrum of influences to ensure that the state is in an economically-advantageous environment. He noted, however, hospitals do not fit in the free market economy model. "As long as we have to care for the uninsured who show up on our doorstep, it is not a level playing field."

Charlie Cook

Charlie Cook, editor and publisher of The Cook Report shared his views on the factors that are likely to impact the presidential election. Cook noted that in considering the past few elections, independents - not party defectors - decided the outcomes. The percentage of people who consider themselves Republican or Democrat has remained relatively stagnant. Of interest from the party perspective is the change in the Republican makeup. "Rockefeller Republicans," Cook asserted, no longer exist. He asserted Republicans today are either conservative or really conservative, noting that one-third of the party are loyal to the "Tea Party" movement; one-third are loyal to the Republican party and are not in favor of the movement; the remaining one-third are sympathetic to the issues the "Tea Party" movement is bringing forward, but their loyalty is to the party, not the movement. The fate of the election could be surmised to belong to the Republicans based on the economy, but the tenor of the time leading to the primaries still leaves room for this to be any party's race.





ANNUAL MEETING



ANNUAL MEETING PRESENTATION HIGHLIGHTS



David Cook

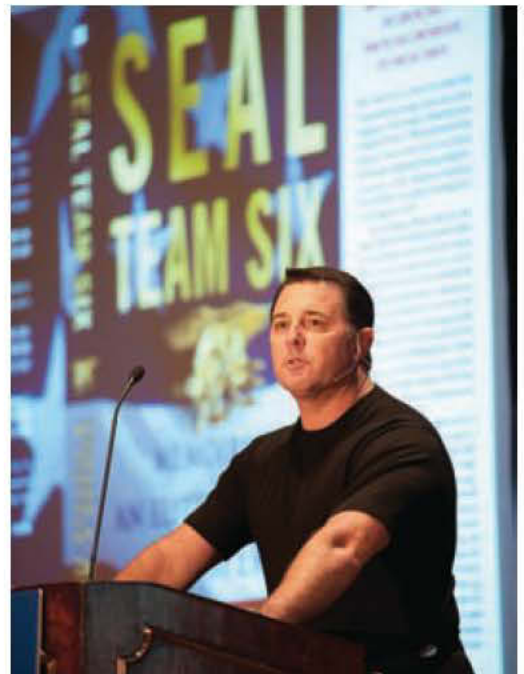
David Cook, commissioner of the Department of Community Health (DCH), began his first address at an annual conference with the statement, "Not-for-profit hospitals are more community than profit driven, but, as we all know, no profit means no services." In setting the temperament of the economic situation, he said the questions before Medicare and Medicaid is not "do we cut?" but "how much do we cut?" Times are challenging and will continue to be for hospitals. The budget at DCH is nearly \$8 billion in state and federal funds and is expected to skyrocket in the coming years. The times call for solutions and the state is looking at other models at work across the nation to assess different delivery system(s) and is launching a program to incent providers to adopt electronic medical records.

Dr. Howard E. Wasdin

Have you ever wondered what it must be like to be a Navy SEAL? Dr. Howard E. Wasdin provided a rare behind-the-scenes look at his life as a former member of SEAL Team Six — a secret unit tasked with counterterrorism, hostage rescue, and counterinsurgency and the team responsible for the successful assassination of Osama Bin Laden.

Every year about 1,000 candidates sign up for Basic Underwater Demolition/Selection (BUD/S) Training. About 75-80% of the men never complete the notoriously brutal course. The ones who do complete the training become members of the Navy's elite special operations force: the Navy SEALs. In his riveting presentation, Dr. Wasdin wove the challenges that healthcare providers face seamlessly into his action packed experiences as a member of America's elite military force. Throughout his presentation, his compassion and desire to provide help and aid to those in need matched the laser focus and determination to use his superior training and skills to take out the target and successfully complete his assignment.

Dr. Wasdin graduated with BUD/S Class 143. After the Battle of Mogadishu, where he was awarded the Silver Star, Wasdin medically retired from the Navy in November 1995 after twelve years of service due to injuries sustained in Somalia. And while we expect SEALs to have amazingly sensationalized lives, he is incredibly down-to-earth, a practicing chiropractor living in Jesup with his wife and daughter.



Strive2Thrive

Cynthia George and Scott Miller introduced the conference attendees to Strive2Thrive, an initiative led by the Albany Area Chamber Foundation, Inc. to bring community support and resources to people who desire to get out of poverty. Strive2Thrive seeks to move families to self-sufficiency by providing incentives, coaching, training, and technical assistance that is truly family-centric. The program relies on volunteers (known as "allies") and families working together to develop individual plans to achieve self-sufficiency and success.



AWARDS BANQUET



Mark Chestnutt


Country music singer Mark Chestnutt joined the growing list of Georgia Alliance outstanding entertainment for the 28th Annual Awards Banquet. Chestnutt's easy, laid-back style captivated the attendees and encouraged audience participation. In addition to playing several of his hit singles - like "Too Cold at Home" and "Brother Jukebox" - Chestnutt encouraged the audience to make requests and sing along.

A native of Beaumont Texas, Chestnutt has seen charted more than thirty singles on the U.S. Billboard Hot Country Songs, including eight Number One singles. With all of this success under his country belt, he continues to build on his prolific career, working on his fourteenth studio album. We appreciate IT Event Productions for helping arrange this phenomenal talent.



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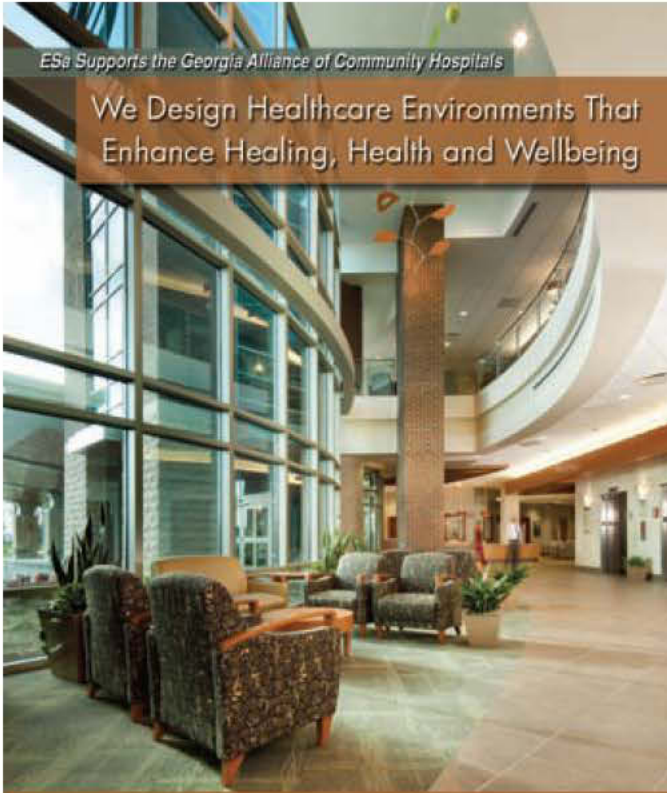
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