



2012 YEAR IN REVIEW



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 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  
 Murray Medical Center  
 Northeast Georgia Medical Center  
 Northside Hospital  
 Northside Hospital - Cherokee  
 Northside Hospital - Forsyth  
 Perry Hospital  
 Phoebe Dorminy Medical Center  
 Phoebe Putney Healthcare System  
 Phoebe Sumter Medical Center  
 Phoebe Worth Medical Center  
 Piedmont Healthcare  
 Piedmont Mountinside 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

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## LETTER FROM OUR PRESIDENT

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This past year has seen a lot of waiting: waiting on the Supreme Court decision on the Affordable Care Act (ACA); waiting on the Presidential election; waiting to see how Georgia's economy fares; waiting for a solution to the Medicaid budget crisis. Although some of these the wait is over; on each of these, the questions remain.

Economic indicators show our economy is beginning to turn around, or at least, stabilizing. We are seeing job growth, but not quick enough to compensate for all of the jobs lost during the recession and the influx of new people to Georgia. We are seeing tax revenues slowly increasing, but like employment, not quickly enough to match the pace of growth in programs like Medicaid. We have a long way to go. In the meantime, the provider tax - which was to be a short-term solution until the economy recovered - is set to expire in 2013. The \$600 million this tax generates in revenue has not been replaced, and the Medicaid program is again being asked to cut its budget.

On the federal front, the Supreme Court upheld the constitutionality of most of the ACA, with the exception of the Medicaid expansion. Whether Georgia decides to expand Medicaid has a significant impact on our hospitals. The Medicaid program has its set of challenges. The payment we receive for treatment is less than the cost of the care provided.

Medicaid reimbursement is low, but it is still more than our uninsured patients can afford to pay. Without the Medicaid expansion, we are likely to continue to see many uninsured patients. The program that helps hospitals cover these costs - the Disproportionate Share Hospital (DSH) program - is being cut. The ACA reduces the amount of money allocated to DSH. For many hospitals, this program's support is the difference between ending the year in the red or breaking even.

In the midst of challenges, we continued our commitment to building and serving. This year, we continued Georgia's Medical Fair, a program dedicated to keeping the best medical talent coming out of our medical schools in Georgia. We continued to raise the profile of the commitment our hospitals make each and every day to improve the health of this phenomenal state. At this year's Annual Conference, we had the opportunity to honor James McGahee, whose work at South Georgia Regional Medical Center has made an indelible mark on the hospital and Valdosta area. While he is happily enjoying retirement, his legacy remains strong. We also recognized St. Joseph's/Candler and Piedmont Newnan for incredible work they have achieved in their communities. These Hospital of the Year honorees are two shining examples of the commitment our community, Not-for-Profit hospitals have to providing the best in patient and community care.

In 2013, we are likely to get even more answers and, yes, more questions. We will continue doing what we do best: coming up with solutions that keep our patients and communities in the center of our work. Serving Georgia is our mission, and regardless of the circumstances around us, that will never change.

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





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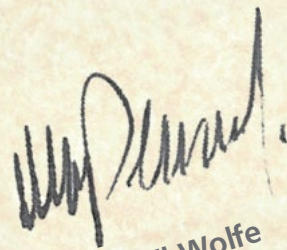


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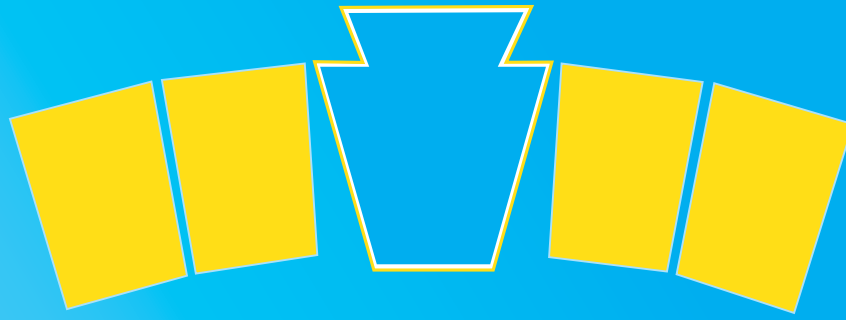
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# 2012 PRESENTING SPONSORS

## PRESENTING SPONSORS



Arvind Krishnaswami, CEO of presenting sponsor Medlytix, gratefully acknowledged and thanked those Alliance members who worked with them over the last year in the implementation of their third party payor ID tool, "PayorIntel." It was announced at the meeting, that due to the efforts of PayorIntel, those participating Alliance hospitals were, collectively able to identify over \$100 million in reimbursable charges in the last year alone that would have otherwise been written off or lost to timely filing deadlines!

Krishnaswami explained that PayorIntel is not an eligibility tool but a solution Medlytix developed using a "sophisticated, proprietary search/match logic system" that allows for a more accurate and specific search with the appropriate Medicaid, Medicare or Commercial payor. Once a hospital has been placed into production, payment rates on billable accounts exceed 90%. "Our relationship with the Georgia Alliance over the past few years has proven very helpful in allowing Medlytix to validate and expand our business into the healthcare industry. At this time last year, our solutions were being utilized by fewer than 200 hospitals and 6 hospital based physician management groups. Today, Medlytix solutions are benefitting over 600 hospitals including 7 of the largest systems in the US and 13 of the 15 largest hospital based physician groups in the country."

Medlytix is a healthcare consulting and technology company specializing in the field of predictive analytics. Utilizing sophisticated data mining and scoring strategies, the company has successfully enhanced revenue cycles and collections for leading hospitals and healthcare providers across the country.



Bank of America offered transformation strategies to improve revenue cycle operations in this changing market. As healthcare facilities continue to consolidate within communities, margins narrow, reimbursement rates wane and costs sky rocket, speakers Charles Malm and Derek Ellington encourage health system administrators and CEOs to turn these challenges into opportunities. To stay ahead of the curve, hospitals should be maintaining a comprehensive dialogue that prepares for all scenarios and looking to technological improvements that can solve inefficiencies. They recommend streamlining reimbursements and payments in a comprehensive paper-to-835 conversion and expanding automation capabilities. Administrators should be proactively aware of and prepared for cash-reserve requirements, denials, and increased coding structures. Payment should be simple for both hospital and patient, and leadership should be aware of all options regardless of facility size.

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# LARGE HOSPITAL OF THE YEAR

## ST. JOSEPH'S/CANDLER



St. Joseph's/Candler has demonstrated commitment to all-encompassing wellness that includes primary care and specialized medical treatment, but also safe and adequate housing, education, access to information and meaningful employment. Through a wide array of clinical and social support services, they are certainly a leader in the view that health and wellness do not simply mean the absence of disease.

One of the most challenging issues facing hospitals today is coping with the large numbers of uninsured patients who seek primary care in our acute care facilities. St. Joseph's/Candler operates a primary care clinic staffed by volunteers, a state-of-the-art, all-digital, mobile cancer screening unit and a health center that is open five days a week to specifically serve uninsured and underinsured patients.

In 2011, they provided more than \$44 million in community assistance, including \$21 million in uncompensated care. Additionally, honoring their holistic approach, this hospital provided in-kind contributions in support of food assistance, lodging vouchers, workforce development programs and medical missions to developing nations, including Guatemala and Guyana.

Through their pledge to promote wellness for all people, this hospital has emerged as a national exemplar for its case management program for older and disabled Medicare recipients with chronic illnesses. The innovative program, which blends primary medical care with community support services, truly illustrates how this hospital is moving the system of care in this country forward to address root causes of health disparities.



# SMALL HOSPITAL OF THE YEAR

## PIEDMONT NEWNAN



Piedmont Newnan has done some truly amazing things over the past year. In addition to providing expanded care to its community, it set a new standard by transferring to a new, state-of-the-art facility.

Piedmont Newnan opened the doors to its new facility in May of this year, leaving behind a building constructed in the 1960s for one that was designed by the people who staff it. During the design phases of its new facility, this hospital engaged staff from all departments to create spaces that meet the needs of the people who use them. Nurses designed patient and supply rooms while all staff was able to provide input on their departments' layouts. The same staff that helped design the new facility helped coordinate the move to it. That move, which required meticulous preparation, included eight training exercises to ensure patient safety and staff vigilance. On opening day, 40 patients were moved to the new facility from the old without a hitch. In September 2012, the new facility was honored with a Citation award during Modern Healthcare's 27th Annual Design Awards.

Since settling into its new address, Piedmont Newnan has grown its services. Just in the last year, they have added an interventional radiology suite, an MRI Breast Coil, a neonatal intensive care unit, a soon-to-open center for neuroscience and several new physicians. While expanding on its services, they have continued their commitment to underserved populations and expanded access to care. Since October 2011, Piedmont Newnan has provided \$443,000 worth of free services, including lab work and x-rays, and has provided life-saving mammograms to women in the community.

At the same time, they have been partnering with community organizations, providing free screenings and educational materials at health fairs, as well as donating \$10,000 to a local county school system to educate students about careers in healthcare.

Despite having to complete planning and building of a brand-new replacement facility, Piedmont Newnan went above and beyond to improve the lives of its citizens.



# 2012 CEO OF THE YEAR

## CEO OF THE YEAR

It is no secret among us that we are true economic drivers in our communities. We keep the workforce healthy; we make significant investments in community service; and we are large employers. James McGahee has made a significant impact in three decades of leadership, driving growth in his community in so many respects. With a staff of 2,300, his hospital is among the top three employers in the county - and the largest non-governmental employer. In 2009, South Georgia Medical generated approximately \$601 million in revenue for the local economy and provided approximately \$26,847,924 in uncompensated care.

Just like each of our hospitals, any profits we make are invested back into our facilities. In an economy and state budget that has made squeezing profits more and more difficult, James has been able to add new services and fund valuable outreach and education programs that benefit students, persons with chronic diseases, the elderly and the uninsured and underinsured. The hospital's cardiac and spine centers were recognized by Georgia Trend as a top ten service line for Georgia hospitals in their respective category. This best-in-class care is invaluable to the community and the hospital provides it without receiving any local tax support.

In a career that spans 30 years, James McGahee started as the Chief Financial Officer, became the Chief Operating Officer and, ultimately the Chief Executive Officer in 2001. During this time, the medical center has grown tremendously, adding the Pearlman Cancer Center and the Dasher Heart Center and, most recently the acquisition of Smith Northview Hospital, the 17th largest hospital in Georgia.

James McGahee has been quoted saying, "I've worked with great mentors on the board over the years, and I have enjoyed serving the general public tremendously." Congratulations to the CEO of the Year, James McGahee.



## LEGISLATOR OF THE YEAR

Health and social law. Protecting consumers. Dedication to the young and vulnerable. Serving the elderly. Senator Renee Unterman has gone beyond being a champion of one group or issue. She has truly adopted a caring approach to leadership that extends broadly and deeply.

Each legislative session, she fights to end sexual exploitation of minors and was instrumental in legislation that acknowledged children in prostitution are truly victims and not criminals. This is a critical first step in getting them the help they need and focusing policing and enforcement on the true criminals.

She has twice been named a "Public Health Hero" by the Georgia Public Health Association (GPHA). She has established two private charitable organizations, Friends of Gwinnett County Senior Services and Aid Gwinnett, through which she remains committed to serving the needs of senior citizens and those families and individuals who are affected by the AIDS virus.

The list of contributions and accomplishments is long and probably does not come close to fully describing the impact she is making. Congratulations to the Chairman of the Health and Human Services Committee and Vice Chairman of Regulated Industries and Utilities Committee, Senator Renee Unterman.



# 2012 LEGISLATOR OF THE YEAR



# ANNUAL MEETING HIGHLIGHTS





# 2012 ANNUAL MEETING HIGHLIGHTS



## Governor Nathan Deal

Governor Nathan Deal outlined the state's current healthcare position, explaining that the election ultimately determines the agenda. He expressed fiscal concerns regarding the Affordable Care Act and warned of eliminated DSH payments leading to insolvency. He reiterated his opposition to Medicaid expansion and increased Federal Medical Assistance Percentages rates. Governor Deal encouraged enhanced efficiency and rates of revenue through streamlined information sharing, decreased duplication of efforts and increased flexibility and quality of care.

## Georgia Attorney General Sam Olens

Georgia Attorney General shared his thoughts on the Affordable Care Act and the recent Supreme Court decision to uphold the law. He emphasized the importance of increased market competition and the need for high-risk pools to accommodate the state's ever-growing healthcare needs. He previewed his office's continued work on "pill mill" legislation to combat abuse of drugs and provider fraud in trafficking and stressed the importance of pain management facilities run exclusively by health care professionals.



## RealClearPolitics

Thomas Bevan, co-founder and Executive Editor of RealClearPolitics, and Carl Cannon, Washington Editor of RealClearPolitics, offered insight into factors impacting the 2012 presidential election, outlining the role of the economy, swing states and undecided voters. Bevan and Cannon offered a historical perspective, comparing this election to previous cycles and highlighting a shift to nationalized voting that hinges election outcomes on only eight to ten key states. Drilling down further, it is not merely swing states that decide the election, but the swing voters within those states. Cannon asserted, "In a country of 300 million people, only a fraction change anything." Unlike in 1984, when approximately 22 percent of voters were persuadable, a scant five to seven percent of voters decide the fate of modern elections. They forecasted a historically close election, reliant upon each candidate's ability to convince a pivotally small number of Americans.





### **Ceci Connolly**

Former chief health policy correspondent for The Washington Post, author and healthcare expert, Ceci Connolly, provided valuable insight into industry implications of the Affordable Care Act (ACA) and the recent Supreme Court rulings on the individual mandate and Medicaid expansion. She went on to outline the “three truths of healthcare:” the ACA accentuated and accelerated trends that were already taking place; health care will move from fee-for-service to outcome-based reimbursement; and all progress is meaningless if the industry cannot begin to manage the 20 percent of citizens consuming 80 percent of medical care. These inevitable changes will mean a shift toward coordination of care, quality-based outcomes, innovative delivery systems and physician alignment for community hospitals. The ultimate hope is that as the demand for health care grows so too will opportunities for expansion, innovation and improved quality of care.

### **Dr. Connie Mariano**

Author of *The White House Doctor: My Patients Were Presidents* and former physician to George H.W. Bush, Bill Clinton and George W. Bush, Connie Mariano recounted years spent maintaining the health of the most powerful men in the world. Her stories revealed a humbling inversion of roles, as a decorated Rear Admiral waiting patiently, hand and foot, on her patient. Mariano described military lessons that she attributes to her ultimate success, including veneration for a higher purpose and a nagging need to move from “underdog to top dog.” Now running a private practice, Mariano defines success as her ability to treat every patient like the President and reminds acting physicians and CEOs to resist complacency, embrace innovation, and find balance in one’s profession, purpose and passion.



### **DCH Commissioner David Cook**

David Cook, Commissioner of the Department of Community Health (DCH), addressed the atmosphere of uncertainty surrounding this year’s election. He lamented bureaucratic inefficiencies, endorsing increased market competition to improve financial stability. He warned that Medicaid has surpassed its intended size and scope and acknowledged that Georgia will need to assess whether or not it can accommodate continued expansion. He went on to outline Medicaid redesign thus far and foreshadow the 2013-2014 strategy. DCH has already transitioned foster children to one managed care plan and is preparing to launch a Web portal giving physicians more information on patients’ medical histories. In the immediate future, Cook will work toward streamlined credentialing between the government, CMOs and hospitals and will continue to push Washington for increased flexibility.

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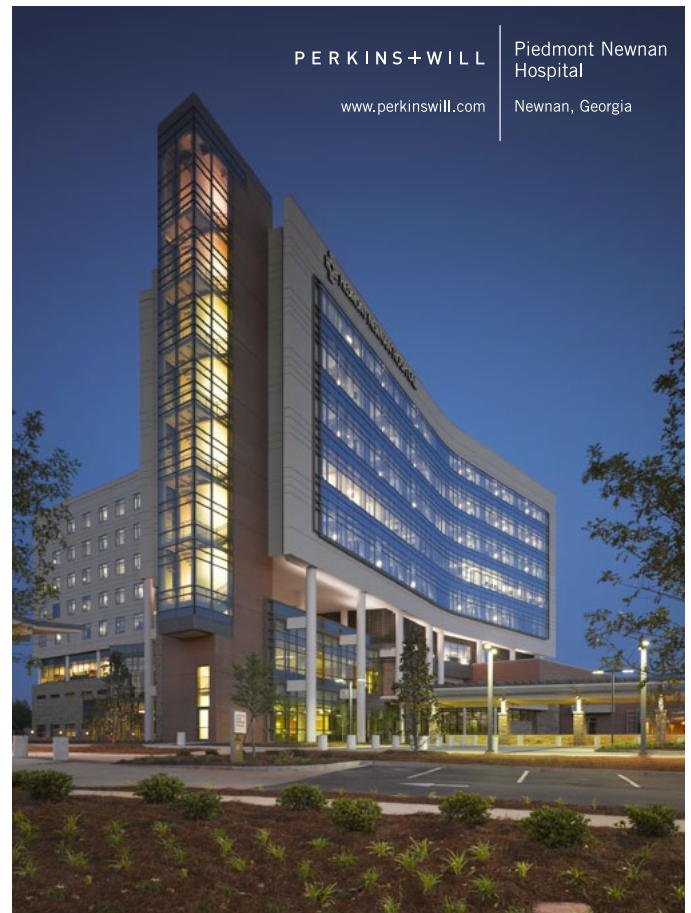


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