



30th Anniversary

GEORGIA ALLIANCE OF COMMUNITY HOSPITALS

30TH ANNIVERSARY

OUR HOSPITALS

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Athens Regional Medical Center	Phoebe Sumter Medical Center
Brooks County Hospital	Phoebe Worth Medical Center
Children's Hospital of Georgia	Putnam General Hospital
Clinch Memorial Hospital	Smith Northview
Coffee Regional Medical Center	South Georgia Medical Center
Colquitt Regional Medical Center	South Georgia Medical Center Berrien Campus
Columbus Regional Health	Southwest Georgia Regional Medical Center
Cook Medical Center	St. Joseph's/Candler
DeKalb Medical Center	St. Mary's Good Samaritan
Doctors Specialty Hospital	St. Mary's Healthcare System
Donalsonville Hospital, Inc.	Stephens County Hospital
Floyd Medical Center	Tanner Health System
Floyd Polk Medical Center	Tift Regional Medical Center
Georgia Regents University	University Hospital
Grady General Hospital	University Hospital McDuffie
Grady Health System	Upson Regional Medical Center
Gwinnett Health System, Inc.	Wayne Memorial Hospital
Gwinnett Medical Center-Duluth	WellStar Health System
Hillandale Hospital	WellStar Douglas Hospital
Lanier Park Hospital	WellStar Cobb Hospital
Louis Smith Memorial Hospital	WellStar Kennestone Regional Medical Center
Medical Center of Central Georgia	WellStar Paulding Hospital
Memorial Hospital and Manor	WellStar Windy Hill Hospital
Midtown Medical Center	West Georgia Health System
Mitchell County Hospital	
Murray Medical Center	
Northeast Georgia Medical Center	
Northside Hospital	
Northside Hospital - Cherokee	
Northside Hospital - Forsyth	
Northside Medical Center	
Phoebe Dorminy Medical Center	
Phoebe North	

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PRESIDENT'S LETTER

The past 30 years have presented some incredible changes to the way we care for our patients and our communities: Medicare and the Prospective Payment System based on DRGs, the creation of DSH, HIPPA, PeachCare for Kids, Medicaid CMOs and now the Patient Protection and Affordable Care Act (ACA).

Health reform, with its party line vote, Supreme Court battle and fumbled rollout of HealthCare.gov, has dominated the national conversation and preoccupied hospitals, providers and patients from Savannah to Seattle for three years. The most sweeping changes to our nation's health care system in a generation have brought forth new questions, new challenges and pitted our elected leaders bitterly against each other, not to mention divided an already polarized electorate. Through all the back and forth, we watched the Republican legislature in Arkansas and Democratic Governor Mike Bebee work collaboratively with the US Centers for Medicare and Medicaid Services to build a novel approach to Medicaid expansion that provides federal dollars to low-income Arkansans as subsidies to buy private coverage.

Here at home, we have heard over and over that Medicaid will not be expanded and so-called "private options" like the one adopted in Arkansas will not fit the needs of Georgia. Also this year, three rural hospitals have closed their doors, not only leaving thousands of Georgians without access to much-needed care, but also leaving indelible economic effects on local communities. We have heard foreboding reports of Georgia's physician shortage, which currently ranks 41st in the nation for physicians per 100,000 citizens. The shortage is expected to worsen as more and more patients enter the market, leading to an estimated shortage of 5,000 physicians by 2030.

Through all of this, we persevere. Our collective commitment to addressing Georgia's provider shortage was demonstrated this year when the Alliance was proud to host Georgia's Medical Fair for a second time, working to attract top medical talent being educated here in Georgia. We also led a large strategic planning effort with legislative and communications officers from hospitals around the state to prepare for potential challenges to Georgia's health planning processes. At this year's Annual Conference, we honored Reynold Jennings for his tireless leadership and collaborative efforts in Georgia and beyond. We also recognized South Georgia Medical Center and Southeast Georgia Health System Camden Campus for their commitments to excellent clinical care and service to their communities.

Undoubtedly, there will be much more to come in 2014 and indeed the next 30 years. As the remaining provisions of the ACA are implemented and the landscape of health care in America continues to evolve, Not-for-Profit hospitals will face more challenges that demand nimble solutions and collaboration that meet the needs of those at the center of our work. Our commitment to those patients and communities who need us most will never change, and we welcome the opportunity to better serve them.

Sincerely,

Monty M. Veazey
President
Georgia Alliance of Community Hospitals

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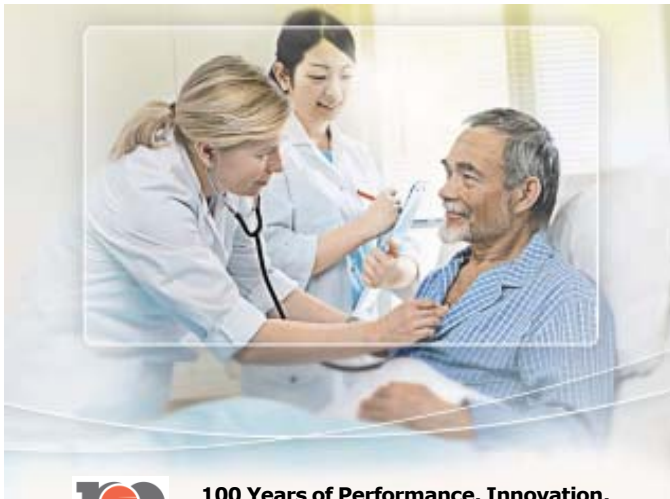
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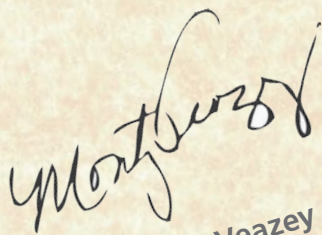
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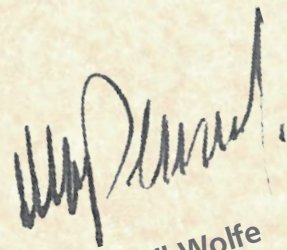
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SOUTH GEORGIA MEDICAL CENTER

LARGE HOSPITAL OF THE YEAR



South Georgia Medical Center was recognized for its state-of-the-art renovations and projects catered specifically to the needs of its community. Through both affiliate and main campus centers, SGMC invested more than \$150,000,000 in new service lines, advanced technology, and community health education programs and services for the 11 surrounding counties it serves. South Georgia Medical Center also reaches out to the community to serve those who would not otherwise be able to receive medical care. Direct-care initiatives include a health care center placed strategically in an underserved area of Valdosta, occupational health screens to local industries and a free primary care clinic for the working uninsured. In FY12 alone, the hospital committed \$11,607,230 to providing indigent, charity and other uncompensated care and experienced another \$11,273,336 in bad-debt.

Additionally, SGMC invests in increasing the number of health care workers by supporting career development in the field. The hospital has partnered with both Wiregrass Technical College to develop a Nursing Program and Valdosta State University to develop a Health Sciences and Healthcare Administration Program.

SOUTHEAST GEORGIA HEALTH SYSTEM CAMDEN CAMPUS

SMALL HOSPITAL OF THE YEAR



Southeast Georgia Health System Camden Campus was recognized for its demonstrated commitment to the enhanced quality care and well-being of its community. The recently opened Cancer Care Center and introduction of platelet-rich plasma therapy treatments are just two of the many ways the Camden campus has grown its portfolio of advanced technology. The Camden Campus was recently named to Georgia's Hospital Engagement Network (HEN)'s Safety Leaders Circle which recognizes continuous improvements in patient care throughout the year. Furthermore, the campus was among only 12 hospitals named to the Presidential category, placing it in the top third of 116 Georgia hospitals participating in the GHA HEN. Community health promotion events continue to be high priority for the Camden Campus, making health and cancer screenings available to those who otherwise could not afford to be tested.



Additionally, its Coastal Medical Access Project (CMAP) and Community Care Center provide health care to uninsured, underinsured and Medicaid patients living in surrounding counties. Partnerships exist on a number of levels, including the provision of office space to Coastal Counseling and Children's Advocacy Center for \$1 per year as well as several partnerships that support major economic development initiatives, including one with Georgia Health Science University, Medical College of Georgia.

CEO OF THE YEAR

REYNOLD JENNINGS, WELLSTAR HEALTH SYSTEM



Reynold Jennings is driven by his vision to deliver world class health care, he demonstrates his leadership through collaboration and innovation at every level. From the expansion of clinical service lines to the incorporation of strategic planning to include private practicing physicians, he responds to the ever-changing health care environment with nimbleness. His collaborative impact is felt widely too. Jennings serves as a founding chairman of the Georgia Health Collaborative, a first-of-its-kind collaboration in the state between two top health systems in the state. He has also played a lead role in the development of the Center for Health Transformation, a multi-hospital, multi-state collaborative for creating and sharing best practices in health care. Additionally, he has led WellStar to significant advancements in care in the last year alone:

- Adding nearly 100 new physicians to what is already one of the largest physician groups in the Southeast (and in a time of critical physician shortage).
- Establishing a 24/7 neurosurgery team and Director of Trauma Care, leading his hospital to receive approval from the Georgia Department of Community Health as a Level II Trauma Center.
- Advancing two major building projects with a new patient tower and a second inpatient hospice facility.
- Launching an award-winning 39-week elective delivery initiative for expectant mothers.
- Bringing innovative technology to Georgia health care including the percutaneous aortic valve replacement surgery and iDose4 to CT procedures, reducing radiation required by 80 percent.

While Jennings has only been in his current position since August of 2011, he has had very a successful career as a former chief operating officer of Tenet Healthcare with 35 years of experience in hospital management, managing more than 100 hospitals in 15 states. He began his career as a pharmacist, but soon rose to senior leadership positions at a number of hospitals in the Southeast. He is a fellow of the American College of Healthcare Executives, serves on the board of Jackson Healthcare in Alpharetta and is a former board member and officer of the American Federation of Hospitals.

LEGISLATORS OF THE YEAR

REPRESENTATIVE MATT HATCHETT AND SENATOR CHARLIE BETHEL



Representative Matt Hatchett and Senator Charlie Bethel have served all Georgians tirelessly to ensure that hospitals across the state do not face additional cuts in Medicare reimbursement rates. As Floor Leaders for Governor Deal, they led the fight to pass Senate Bill 24, known to us as the Hospital Medicaid Financing Program. Because of their efforts their courage to make hard decisions, confidence to stand with us and compassion for the people of this great state many hospitals will be able to keep their doors open and provide critical lifesaving care and programs to communities across Georgia.

In their service to both the House and Senate, they sit as members of numerous chamber committees. Representative Hatchett serves on Appropriations, Health and Human Services, Energy, Utilities & Telecommunications and as Vice Chair of Economic Development and Tourism. Senator Bethel serves on Government Oversight, both Judiciary committees, Insurance & Labor and as Vice Chair of Reapportionment. Representative Hatchett was also recently elected to the prestigious position of Chairman of the House Republican Caucus, an honor for which we offer heartfelt congratulations.

Both men have had successful careers in the corporate and legal arenas, each serving their community since youth and fully embody the attributes our founding fathers had in mind when they formed this great democracy. Senator Charlie Bethel was unable to attend the event in-person.

30TH ANNIVERSARY AWARD

THE ALLIANCE SAYS THANK YOU TO MONTY VEAZEY
FOR 30 YEARS OF SERVICE AND LEADERSHIP



MEETING HIGHLIGHTS



MEETING HIGHLIGHTS



ANNUAL MEETING PRESENTATION HIGHLIGHTS

CHANGING DEMOGRAPHICS OF GEORGIA, MATTHEW HAUER

Matthew Hauer is an Applied Demographer with the Carl Vinson Institute of Government and presented on the changing demographics in Georgia. He noted that rapid growth in Georgia will be seen in the youngest and oldest populations over the coming years while the middle will remain steady. Also, he indicated that Hispanic growth is a statewide phenomenon and that by 2025, Georgia will be a minority majority state. Other highlights from Hauer's presentation include:

- Top five most rapidly growing counties are outside of the metro-Atlanta area
- Population over age 65 is expected to more than double
- Statewide fertility rate in Georgia is 2.13, which equates to roughly a replacement rate



THE COOK POLITICAL REPORT, CHARLIE COOK

As editor and publisher of The Cook Political Report, Charlie Cook is one of the nation's most respected experts on American politics and elections. He gave a sweeping critique of the current political landscape, focusing particularly on the culture of partisanship and the fundamentals of American politics. Cook argued that the system created by our Founding Fathers 200 years ago no longer applies; there is no trust, camaraderie or influence among lawmakers, which has led to a fragmented and combative environment. "Everyone is entitled to their own opinion, but not their own facts," as stated by former US Senator Daniel Patrick Moynihan, was how Cook described the 24/7 media environment contributing to increased partisanship. Looking ahead, Cook noted that the current White House administration is unskilled at bringing the parties together and that the GOP need to review the changing demographics of the United States to be more inclusive, specifically in a "new" Georgia.

MEDICAID EXPANSION, LARRY GAGE

As Special Counsel with Alston & Bird LLP, Larry Gage provided an overview of the implications for hospitals in states that refuse to expand Medicaid under the Affordable Care Act. He stated the law is meant to expand coverage and reform insurance and health care delivery as we know it, and though 75 percent of the law has been implemented and paid for, it is causing immense problems. Gage noted that several southeast states have elected not to expand Medicaid, including Georgia, meaning hospitals will have to change how they operate and interact. Additionally, Gage cited some hospitals are already beginning litigation over coverage issues. Compounding these issues is a lack of confidence in the law, particularly around enrollment via the exchanges. Georgia will face particular issues around Medicaid expansion in addition to other obstacles related to health reform, including scheduled cuts in DSH payments.



TRENDS IN HOSPITAL FINANCING, MICHAEL FISCHER

Managing Director of Investments, US Trust, Michael Fischer discussed opportunities and challenges for institutional investors. He noted certain opportunities including domestic and international equities and real estate. Fischer also argued that state and local governments are beginning to see transitions from deficit which will hopefully continue as overall recover continues. Fischer also presented points to think about as institutions define their investment strategies, including beginning with the end in mind, understanding cash flows, risk management and considering what is most important.



THINKING BIG, DR. BEN CARSON

Dr. Ben Carson, former director of Pediatric Neurosurgery at Johns Hopkins University, related the importance of thinking big, especially in the face of big challenges. He called for civil discussion versus “bomb throwing” to solve the nation’s biggest problem, noting that a well-informed and educated electorate is not enough, but rather people must care about their neighbors. Dr. Carson argued the most important thing a person has in their life is their health care, and that health care should be under the individual’s control. Additionally, Dr. Carson noted that physicians used to be more involved in their communities and the nation, acknowledging that five physicians signed the US Constitution, and that “can-do” attitude needs to be inspired to propel America forward.



IMPACT OF POTENTIAL CHANGES IN SURGICAL SERVICES, DR. WILLIAM CLEVERLEY

As President of Cleverley & Associates, Dr. William Cleverley shared insight into the potential impact of lost outpatient surgery volume on GACH hospitals. Dr. Cleverley’s research noted that as an aggregated alliance, hospitals are short \$1.8 billion in cash and reserves, there is an unsustainable growth rate and debt has increased from 47.3 percent to 49.3 percent. If they were to lose outpatient surgery volume, hospitals could reduce profits by \$290 million.



DEPARTMENT OF COMMUNITY HEALTH, COMMISSIONER CLYDE REESE

As Georgia Department of Community Health commissioner, Clyde Reese provided an update on the state of the Department and its initiatives coming in 2014. Overall, Mr. Reese indicated the state budget looks better for FY14 and FY15 than it has in quite some time. The Department is working on an Aged, Blind and Disabled (ABD) Coordination project in an effort to contain the costs of care for this population by creating medical homes and working a vendor to enhance case management. Mr. Reese also indicated the Department is currently on schedule in preparations for ICD 10 code conversion in October 2014 and making strides in overall integration of health technology across the state, including the construction of a “highway” of electronic health records to increase provider-to-provider communication. Mr. Reese concluded by stating that he welcomes input from the hospital community, urging audience members to call, e-mail or meet with him to discuss issues.

US SENATE CANDIDATE, CONGRESSMAN JACK KINGSTON

Congressman Jack Kingston of Georgia provided an inside look at the 2013 government shutdown, concerns regarding the Affordable Care Act and forecasted the future of medical research investments. He cited the debt ceiling, the Affordable Care Act and the spending disagreements between the US House and Senate as the key drivers of the recent government shutdown. He continued to say that sequestration is likely to occur again on January 15, 2014 unless the parties can come together in compromise. Congressman Kingston stated that he believes major medical research over the past decade, including HIV/AIDS and PEPFAR in the early 2000s to polio today, will give way to a new national topic: Alzheimer’s. He concluded by stating now is the time to invest in the US Centers for Disease Control and Prevention and the National Institutes of Health.





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