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### LETTER FROM OUR PRESIDENT

This past year has seen many changes: faces have changed, hospital names have changed, new hospitals have opened and sadly, many have closed.

Even more sadly, some of the issues have remained the same. Health care costs are increasing and reimbursement rates are declining. The rates of uninsured patients continues to cost us millions each year and the structure for compensating us for the care is going to be eroding.

Competitors want to enter the market and only provide the services that are profitable, trusting our hospitals are still around to cover the other revenue losing services and hoping the money to pay for that care comes from someplace else.

While this all feels like bad news, imagine what it could be like if we were not all united and fighting together. We are undervalued in our communities but not by our patients. We are often viewed and pitted against physicians but we know neither of us succeed without the other and together, we save lives.

We are seen as crying wolf when we are concerned about hospitals closing but the people who travel across counties to get care, the people who have lost their jobs and the communities that have lost businesses and the ability to recruit new ones, they hear our cry.

Our road has never been easy. We are constantly looking for ways to be more effective, efficient and to provide better care for our communities. We certainly have our work cut out for us. But, with dedication and determination to serve our patients and communities, we will work together and advocate for better days.

Sincerely,

Monty M. Veazey President Georgia Alliance of Community Hospitals



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Monty Veazey
President, GACH

Phil Wolfe Chairman, GACH CEO, Gwinnett Health System

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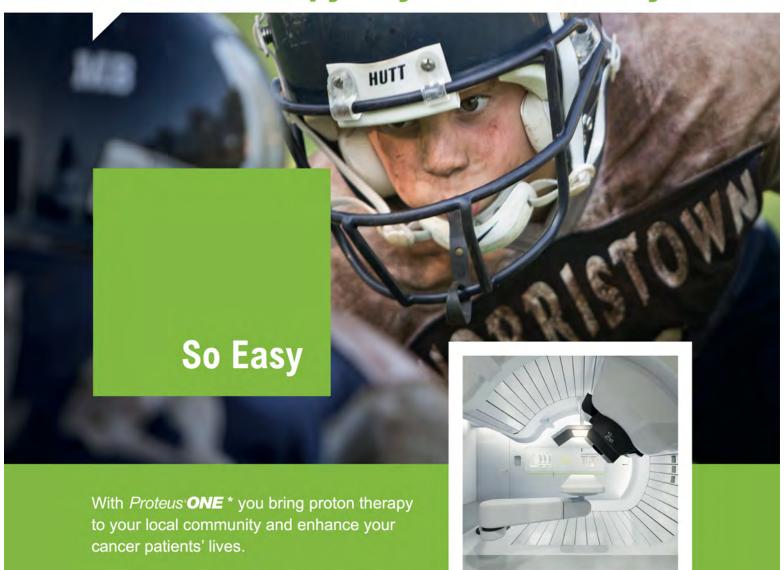
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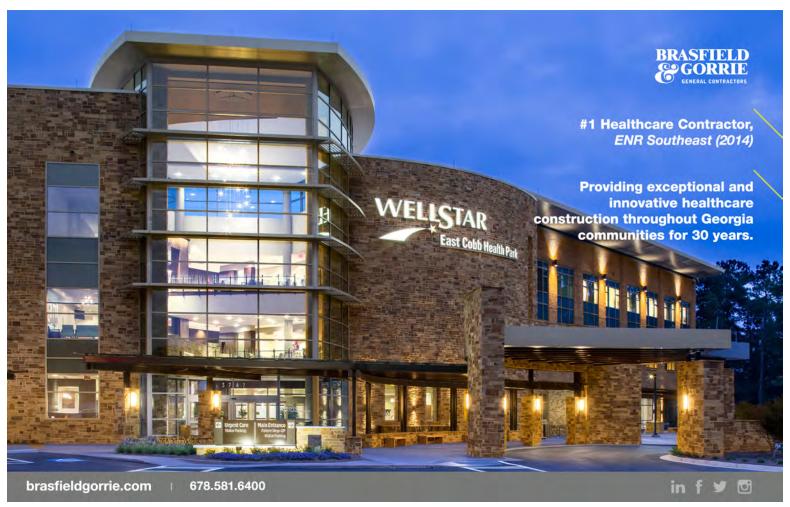
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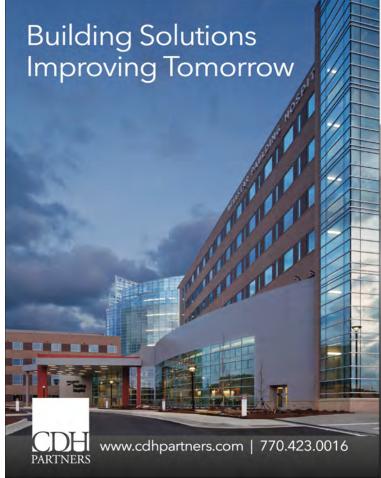
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# Large Hospital of the Year

# Tanner Health System

Tanner Medical Center/Carrollton was recognized for its continued community commitment to reduce the risk of chronic disease in West Georgia's predominately rural population through the Get Healthy, Live Well (GHLW) coalition. In 2012, GHLW was established as a multi-sector coalition to develop and implement a variety of evidence-based interventions to reduce chronic disease risks among residents of Carroll, Haralson and Heard counties.

The coalition consists of 24 task forces comprised of more than 550 community volunteers and more than 160 local, state and national partners. In order to gain comprehensive understanding and effectively address the community's barriers, the coalition engages people, ideas and resources from diverse settings including the community, early childcare, faith-based, healthcare, school and worksite.

In just two years, GHLW has made significant gains in improving its community's health. The coalition has trained 29 lifestyle coaches to implement the National Diabetes Prevention Program throughout West Georgia, a program that has proven to cut the risk of developing diabetes in half. Thus far, the 50 participants have lost a total of approximately 550 pounds in the first four months of the year-long program. GHLW is also focused on childhood obesity, training 24 healthcare professionals with key intervention skills to assess, prevent and treat childhood obesity in the evidence-based Educating Physicians in their Communities (EPIC) Childhood Obesity Program. Additional initiatives include efforts to improve healthy food access with the West Georgia Regional Food System Collaborative and anti-tobacco initiatives.

Tanner's GHLW has received multiple accolades for effectively addressing public health challenges including being named a "Partner Up! For Public Hero" by the Georgia Department of Public Health in 2013. The coalition has also recently received the Georgia Hospital Association's Community Leadership Award.

The Georgia Alliance of Community Hospitals is proud to recognize Tanner Medical Center/Carrollton for its contributions to the Carrollton community.





# Small Hospital of the Year

# St. Mary's Good Samaritan Hospital

St. Mary's Good Samaritan Hospital was recognized for its growth and investment of \$48 million in the health of the greater Greene County area with the opening of its new replacement Critical Access hospital to better fit the needs of the community. The new state-of-the-art hospital has not only directly improved the health of the community, but has also benefitted the greater Greene County area by playing an important role in attracting other health care business.

In 2013, the hospital was designated as the first hospital to be a Remote Treatment Stroke Center by the Office of EMS/Trauma in the Georgia Department of Public Health because of the continued commitment to excellence in stroke care. Through funding to the hospital's Capital Campaign, community members are able to receive more care locally, along with receiving care sooner. The hospital uses the Georgia Regents University's (GRU) REACH stroke telehealth system allowing administration of tPA to three stroke patients to date, providing them with this time-critical treatment at least an hour sooner than they could receive it if visiting a larger hospital for care.

Additional state of the art technology includes telemetric patient monitoring throughout the hospital, suites with the latest equipment and technology, lift equipment for patient, and staff safety, Stryker beds. The facility is helping to reduce incidences and the impact of strokes on individuals in Georgia and ultimately, protecting and improving the health and lives of individuals throughout the state.

St. Mary's Good Samaritan Hospital has also been named one of the Top 20 Critical Access Hospitals in the United States for quality by the National Rural Health Association for two years in a row. Additionally, the hospital continues to be ranked on the HGA/PHA Core Measures Honor Roll and most recently has been named to the Chairman's Category, the highest level of recognition.

The health of the entire Greensboro community and access to quality care is a high priority to St. Mary's Good Samaritan Hospital. In 2013, the hospital provided \$1.9 million in total community benefits, including charity care, the unpaid cost of Medicaid, partnerships with the local Federally Qualified Health Center (FQHC), TenderCare Clinic and participation in numerous community events and health education opportunities.

The Georgia Alliance of Community Hospitals is proud to honor St. Mary's Good Samaritan Hospital with their deep commitment to improving the health of their communities through innovative change and fresh ideas.



#### CEO OF THE YEAR



The Alliance honored Dr. Saunders for her leadership as President and CEO of Navicent Health, previously named Central Georgia Health System. Dr. Saunders demonstrates unwavering passion while serving the unique needs of rural communities, transforming services and access points for care and improving the scale, scope and skills of hospital facilities and staff. She is also the cofounder of Stratus Healthcare, a collaborative partnership of 29 hospitals in central and south Georgia, including 18 rural hospitals.

Dr. Saunders' dedication has not gone unnoticed. She is an active member of the Governor's Georgia Cancer Coalition, a Distinguished Faculty at Emory University, a Fellow in the American College of Healthcare Executives, board member of the American Hospital Association's Institute for Diversity and was named one of Georgia's "Most Powerful and Influential Women" in 2013.

Facing more challenges than ever before Dr. Saunders innovation and leadership is exepmlary, she has taken a strong hospital and made its future even more compelling. She exemplifies dedication and excellence and that is why the Alliance is proud to recognize her as the 2014 CEO of the Year.

#### LEGISLATOR OF THE YEAR

Senator David Shafer tuly represents the essance of servant leadership, he has served the Georgia Senate since 2002, most recently holding the position of Senate Preseident Pro Tempore. Believing in efficiency and accountability, he took immediate steps to ensure that legislative sessions operated smoothly and cost tax payers less money. He is also vice chair of the Senate Insurance and Labor Committee as well as a member of numbers other committees, including Health and Human Services.

Senator Shafer is deeply invested in his community, a local business owner and investor, and he serves his community as a member of the Board of Directors for his local Chamber of Commerce.

The Alliance was proud to honor Senator David Shafer as the 2014 Legislator of the Year.



# 2014 Annual Conference Highlights



#### **Lieutenant Governor Casey Cagle**

Lt. Governor Cagle shared his passion for Career Academies and the effect they are having on helping diversify the educational opportunities and career paths afforded Georgia's students. Everyone in society has value and purpose and he seeks ways to make the state more empowering to people who need work to provide for themselves and their families. He also shared his belief that Cancer Treatment Centers of America is likely to advocate for introducing legislation to change its obligations to the state. He will work to keep the discussions focused on supporting the institutions that support the needs of the people in the state.

#### Leveraging Physician Relationships, Alice King

A senior consultant with Tower Watson, Alice King provided a summary of research and findings on relationships between physicians and hospitals. She shared that the change in the employment models with physicians have created a new type of employee for hospitals, one which human resource departments have not been prepared for previously. Research of physicians as employees has shown their five main priorities in selecting and staying in employment with an organization are: work-life balance; belief the leadership has a sincere interest in the organization overall and them as individuals; understanding of their personal goals and how they contribute to the organization; image and the type of supervision. To be successful in these relationships, hospitals should consider being very deliberate in sharing organizational goals; working with physicians to align their own personal goals with those of the hospital; engaging them in developing the performance measurement program; providing them with actionable clinical performance data; encouraging shared responsibility for outcomes and cost of care; and promoting collaboration.





#### Attorney General, Sam Olens

Mr. Olens shared some of the current state of affairs within the Office of the Attorney General. He related his belief that there is no interest in abolishing Certificate of Need (CON) in total, but there are aspects of the policy that need to be addressed. The reasons for CON in small areas are very different than large areas with competition in the market. In many cases, CON merely becomes an unnecessary delay for a hospital to conduct its business. With this, there is an argument to make it easier for hospitals in rural areas. The Office is actively pursuing providers who commit fraud against Medicaid and has restructured its team to be able to identify and pursue these cases. They are also doing proactive initiatives, including advocating for changes in the law to reduce the incidence of people abusing prescription medications and pushing to increase penalties for people engaged in human trafficking.

# 2014 Annual Conference Highlights



The Past, Present and Future of Healthcare Reform, Jonathan Gruber, PhD Professor of Health Economics at Massachusetts Institute of Technology and consultant to former Governor Romney, Dr. Jonathan Gruber discussed health reform. He shared that the Affordable Care Act is built on a bi-partisan basis of "universal incrementalism," bridging between the left's desire for universal coverage and the right's approach to building upon what is known to work. In reforming the system, he said there are two huge obstacles: (1) we do not know how to cut costs without compromising the health of Americans and (2) even if we did know how to control costs, politics would stop us. In looking at Georgia's decision against expanding Medicaid, he calculated the impact to the state over the next decade would be significant: For \$2.5 billion in state spending, Georgia would get \$34 billion in federal funding; see a \$1 billion in reduced uncompensated care; and save 6,000 lives, resulting in a \$60 billion in increased value of life were the state to expand coverage through Medicaid.

#### 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 presented an in-depth look into the voting behaviors and psychology of the American public as it looks to the 2014 and 2016 elections. His warning to the current way of thinking in politics: You can no longer win enough votes from whites to overcome the disparity in party preferences of other demographics (including race and age). As we look to the upcoming generation of voting heft: Millenials are cynical of government, however, they are very attuned to cultural issues. They may trend Republican because of their distaste for large government, but they are aligned with Democrats on social issues. His forecast: the midterm elections will be more of a referendum on the current state than support for a candidate or party. In 2016, alignment with the beliefs of the candidate and party will return to having importance among voters.



# PRESENTING PRESENTING PRESENTING FOR COMMUNITY George

#### Department of Community Health (DCH), Commissioner Clyde Reese

Commissioner Clyde Reese shared detailed updates to the issues presented at the 2013 Annual Conference. Rural health continues to be an area of significant concern. He suggested the issue is broader than hospitals, and the department is looking to increase access to quality health care to Georgians across the state. The DCH is working on implementing an integrated eligibility system for beneficiaries. Currently, the Affordable Care Act is supporting these efforts with \$9 out of every \$10 needed provided by federal funds, making it a great opportunity for the state to improve the application and enrollment system. The goal is to have it rolled out among all programs by April 2016. Commissioner Reese also shared the care management contracts for Medicaid will be rebid, as the current contracts end June 2016. The Aged, Blind and Disabled (ABD) program will not be moving into managed risk-based programs, but they will be creating local care coordinators to establish a medical home model.

# 2014 Annual Conference Highlights



#### The New Reality, Mary Stokes, Bank of America

The US Federal Reserve has demonstrated its interest in stimulating the economy. The global economy is going to continue to improve, but it will be a slow process. The recovery may also be slowed as the scare over Ebola will impact spending on travel and leisure across the globe. In thinking of our institutions at home, we may see an impact as the market is overweight on equities and valuation favors stocks over bonds. Organizations that are reliant on fixed incomes, such as foundations who have endowments built on stocks, will have lower rates of returns and, therefore, less revenue on hand as investment returns are down. The guidance from Bank of America for organizations includes: diversifying your portfolio based on a strategic allocation of investments that is founded your income goals; consider alternative investments, such as real estate and hedge funds; look at building a tactical asset portfolio that allows for changes based on the current environment, if you are able to assume greater risk and be patient in realizing the return; and taking an active role in the managing of assets. Do not ignore your investments and the impact they have on your revenue and work proactively to manage this part of your business.

















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