



**WELLSTAR**  
Health System

**With you,  
where life happens.**



# With you, where life happens. In your neighborhoods and in your life.

**Being the neighbor you count on in good times and in times of challenge unites more than 25,000 WellStar team members across 9 counties. It gets us up each day. It fuels our passion and guides our purpose. Improving the lives of families and communities is at the heart of everything we do—from setting a child’s broken arm to restoring a cancer patient to health. We strive to be there when and where you need us, responsive to your needs at every stage of life.**

The pursuit of health keeps us learning and growing. It drives physicians to collaborate on more effective surgical procedures. It leads nurses to seek advanced training. And it inspires the search for new, better ways to deliver care.

As challenges emerge within the community, we respond with solutions. A newly established Opioid Steering Committee has led to advances in education, treatment methods and opportunities to safely dispose of medication. A suicide prevention specialist supports those struggling within our facilities and in schools and workplaces. We lead the nation in offering the services of medical ethicists who help clinicians and families grapple with complex issues. And we supported legislation that ensures access to treatment for Georgians in need.

While WellStar has grown into one of the most integrated, community-based healthcare systems in the Southeast, we continue to focus on improving the experience of every patient. In 2018, we completed the

## 2018 | Our achievements are for our communities



Candice L. Saunders  
President & CEO



Otis A. Brumby, III  
Chair, Board of Trustees

**WellStar Kennestone breaks ground on new emergency department**

**Vinings Health Park Outpatient Surgery Center opens**

**WellStar Kennestone and Douglas hospitals get an "A" in patient safety ratings**

**WellStar announces Acworth Health Park expansion**

**NAFE names WellStar Health System one of the Top Ten Nonprofit Companies for Executive Women**

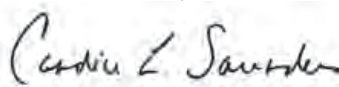
**WellStar expands Neonatal Intensive Care Unit Services at WellStar Cobb and WellStar Douglas hospitals**

adoption of Epic, a single electronic medical record platform that reduces paperwork for patients and gives clinicians more comprehensive information. As part of our commitment to deliver world-class care close to home, we broke ground on Cherokee and Avalon Health Parks and anticipate completion in 2019. We are also working closely with area schools and universities to ensure we are meeting the workforce demands for the next generation.

As a not-for-profit health system, WellStar reinvests 100 percent of our revenue into our communities and people, processes and technologies. When patients are unable to pay, we step in, providing millions of dollars in unreimbursed care. Behind it all is our extraordinary team, from those on the front lines of

bedside care to those who maintain our facilities, welcome visitors, dispense medication, prepare food and schedule procedures. Their dedication is reflected in awards and recognition. It's most evident, however, in the gratitude of patients and families.

We close with gratitude to you, members of our community. Thank you for the opportunity to be part of your neighborhoods and part of your lives as, together, we pursue the best in health and well-being.



**Candice L. Saunders**  
President & CEO



**Otis Brumby, III**  
Chair, Board of Trustees

**WellStar breaks ground on Cherokee Health Park at Holly Springs**

**Working Mother names WellStar Health System among 100 best companies**

**WellStar Paulding Hospital opens Imogene Walraven Waldrop & Charles W. Waldrop Infusion Center**

**WellStar breaks ground on Avalon Health Park**

**American Heart Association recognizes WellStar for commitment to quality stroke care**

**WellStar Cobb opens new cancer center**

**WellStar North Fulton receives verification as Level II Trauma Center**

**WellStar North Fulton opens urgent care center**

**WellStar Cobb Hospital celebrates 50 years**

**WellStar Kennestone Hospital celebrates 500th TAVR procedure**

**WellStar Cobb Hospital Inpatient Burn Unit celebrates 5th anniversary**

**WellStar Board of Trustees names new chair/vice chair**

**WellStar Breast Health Continuum of Care at Kennestone Hospital receives second consecutive accreditation**





## In an instant, everything changed.

It was an early October morning and Tanner Diget, a junior at Trinity Christian School in Sharpsburg, was on his way to football practice. Tanner had been up late the night before babysitting his sister's kids. Driving along a country road, Tanner fell asleep at the wheel of his truck, slamming into two fences and a tree. The injuries, especially to his face, were extraordinary. Tanner was rushed by helicopter to WellStar Atlanta Medical Center, a Level I trauma center. After weeks in the hospital, he was stable enough to undergo successful facial reconstruction surgery with Jeremy Tarver, M.D. Tanner's mom, Dee, credits fast-acting emergency responders, Dr. Tarver, the caring WellStar team and the prayers of many for her son's full recovery.

“The team at Atlanta Medical Center was amazing. With what happened to Tanner, his recovery is truly a miracle.”

– Dee Diget, Tanner's mom





## Getting a life back on track.

Something was wrong with University of North Georgia graduate student Kenyatta McLean. Her erratic behavior confused family members and baffled local doctors. WellStar physicians diagnosed Kenyatta with anti-NMDA receptor encephalitis, an autoimmune disorder that can be confused with a psychiatric problem. Kenyatta was hospitalized and treated aggressively, then sent to an inpatient rehabilitation center. There, WellStar therapists helped her relearn to stand and walk and regain cognitive functions. Her progress was swift. Within a few weeks Kenyatta was well and back home again, incredibly grateful for the extraordinary outcome. She is now back in school finishing her Master's degree.

“I give this hospital 5 stars when it comes to my daughter and the care she received. It was an awesome and rewarding experience.”

– **Mary McLean**, mother of Kenyatta McLean





## Life is too fast to slow him down.

When Atlanta radio personality Jon Chuckery of 92.9 The Game experienced tightening in his chest, he didn't give it much thought. Jon, 46, was busy with work and plans for a daddy/daughter Valentine's Day outing. But the pain returned. By the third time, it felt like the proverbial "elephant on the chest." Jon suffered a heart attack, as well as complications related to diabetes and high blood pressure. WellStar cardiologists inserted a life-saving stent to relieve a blocked artery. Jon says it took months for him to realize how bad things had gotten. He got serious about taking care of himself, with a 55-pound weight loss and regular exercise. Today Jon's health is good, and his gratitude is boundless.

"I wasn't in a very healthy state when I had my heart attack, but I've dedicated myself to a whole new lifestyle."

– Jon Chuckery, patient





## A complicated treatment, close to home.

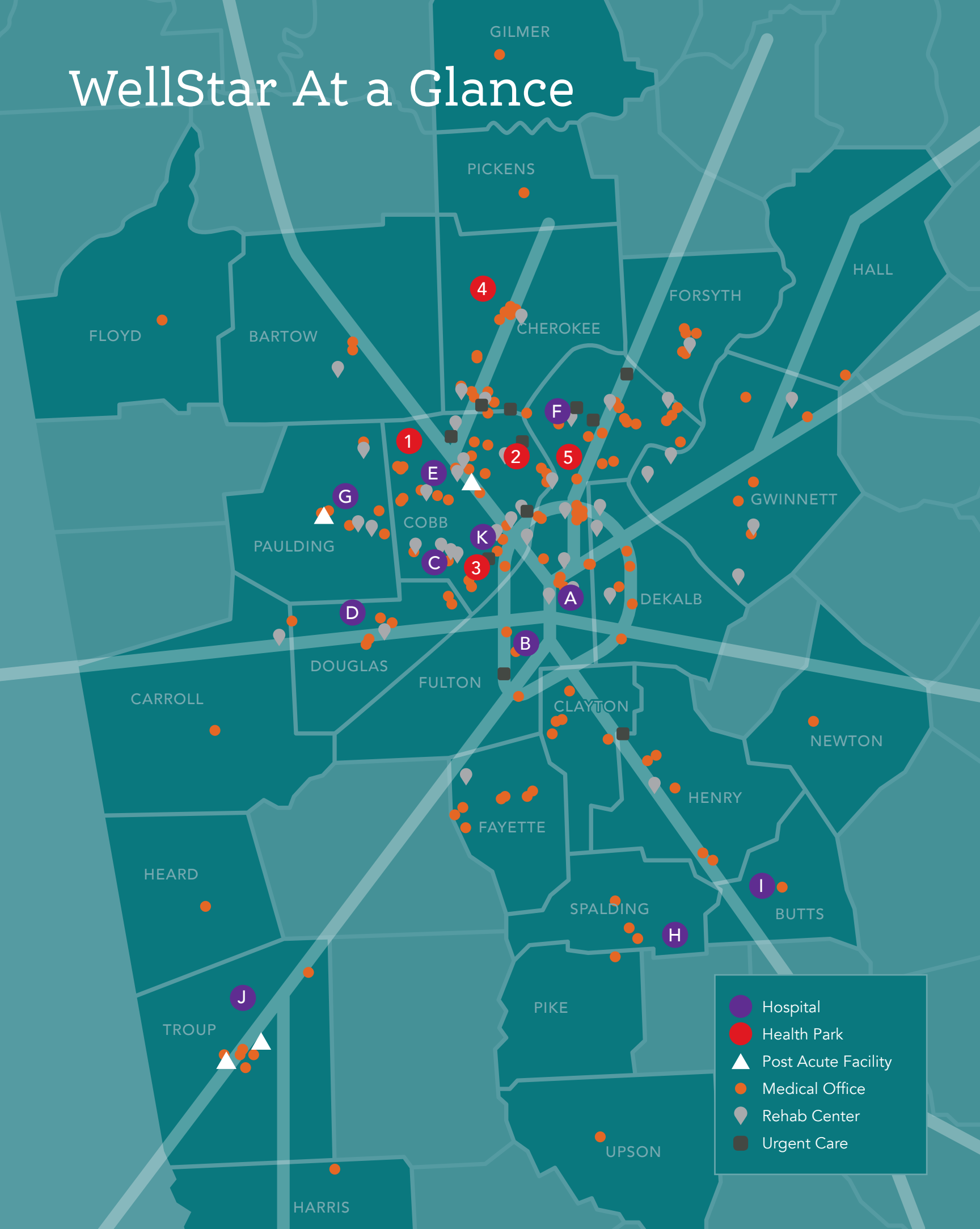
Troup County archivist Clark Johnson underwent prostate cancer surgery in Athens, Georgia. Though follow-up tests suggested the disease had spread elsewhere in his body, doctors were unable to find the source of the cancer. They offered a grim prognosis. A recommendation led Clark to nearby WellStar specialists who successfully located an enlarged lymph node and promptly started him on two months of daily chemotherapy treatment. Today, Clark is cancer free. He credits an exceptional team of physicians, nurses and technicians for his recovery. Occasionally Clark will stop into the hospital to bring breakfast to the chemo team and remind them, one more time, of his deep appreciation.

“My wife and I were there every day and the team became like family to us. No matter how distressed we felt, they were always positive and upbeat.”

– Clark Johnson, patient



# WellStar At a Glance





The WellStar Health System footprint has grown to provide more Georgians with world-class healthcare in the most cost-effective settings, close to their homes. Throughout metro Atlanta and in counties to the south, we strive every day to improve access to healthcare services that will make these communities healthier while offering value and controlling costs. As our

reach has grown, so has our depth in the form of best practices shared throughout our System. A patient who encounters WellStar at any location has the leading-edge resources of our entire System at hand in the prevention and treatment of diseases. Across all of our care sites, patients have the full strength of WellStar's network behind them.



**11**  
hospitals

- A** WellStar Atlanta Medical Center
- B** WellStar Atlanta Medical Center South
- C** WellStar Cobb Hospital
- D** WellStar Douglas Hospital
- E** WellStar Kennestone Hospital
- F** WellStar North Fulton Hospital
- G** WellStar Paulding Hospital
- H** WellStar Spalding Regional Hospital
- I** WellStar Sylvan Grove Hospital
- J** WellStar West Georgia Medical Center
- K** WellStar Windy Hill Hospital



**5**  
health parks  
(by the end of 2019)

- 1** Acworth Health Park
  - 2** East Cobb Health Park
  - 3** Vinings Health Park
  - 4** Cherokee Health Park
  - 5** Avalon Health Park
- By the end of 2019:



**1**  
pediatric  
center



**2**  
senior assisted  
living facilities



**3**  
hospice  
facilities



**9**  
cancer  
centers



**15**  
urgent care  
facilities



**300+**  
medical office  
locations



**19**  
imaging  
centers



**55**  
rehabilitation  
centers



# Physician-led, innovation-driven



## Behavioral Health

We meet patients where they are with focused, accessible services. The Behavioral Health Resources Team is made up of licensed mental health professionals who respond 24/7 to psychiatric emergencies in all four WellStar Emergency Departments.

**200+**

behavioral health specialists



## Cardiovascular

Our cardiovascular care is characterized by innovation and best practices. For example, our cardiac checklist for congestive heart failure has shown remarkable results, including more effective treatment and shorter stays.

**100+**

physicians in 8 cardiovascular specialties



## Digestive Health

Board-certified gastroenterologists and hepatologists treat a variety of digestive tract conditions—from heartburn to irritable bowel syndrome and celiac disease. Physicians specialize in treatment for children as well as adults.

**#1** health system

in Georgia dedicated to improving colon cancer screening rates



## Hospital Medicine

Hospitalists are board-certified internal medicine physicians, experts in diagnosing and managing illnesses common among hospitalized patients. They partner with other clinicians to ensure that patients and families receive the best care and the best information during an inpatient stay.

**167**

physicians and 42 advanced practice practitioners



## Musculoskeletal

WellStar is a national leader in advanced, multi-disciplinary treatment for relief of chronic pain caused by musculoskeletal disorders. The emphasis is on positive outcomes—from expert diagnosis and proven treatments to innovative rehabilitation.

**100+**

physicians offer multi-disciplinary care



## Neurosciences

The Neurosciences service line offers high-tech, high-touch care for patients with spinal disease, brain and spinal tumors and complex cerebrovascular disorders. WellStar leads the way in stroke care, with a patient-first model aligned with national and local data.

**66**

board-certified physicians



The health priorities of the communities we serve are reflected in our 12 service lines. These service lines set the strategy for delivering effective, evidence-based care in not only our hospitals, but also in the communities we serve. All service lines are led by team members and physician leaders. Each is served by a cabinet of 10-15 physicians and other clinicians who oversee prioritization of growth, quality and waste-reduction efforts.



### Oncology

The WellStar Cancer Network delivers compassionate, technology-driven care led by renowned physicians. WellStar was the first system in Georgia and the fifth in the nation to be accredited as a Network Cancer Program by the American College of Surgeons.

All **11** hospitals are covered by three cancer committees



### Pediatrics

This highly respected service line focuses on delivery of world-class, family-centered pediatric care. More than 70 physicians and other clinicians provided approximately 200,000 primary care visits and 120,000 emergency department visits in 2018.

**72,000+** patients served by the WellStar Pediatric Center to date



### Primary Care

Primary Care includes Internal Medicine and Family Medicine. Some 60 physicians and other clinical team members address primary and ambulatory specialties including allergies, diabetes, urgent care and infectious diseases.

**850** employed and affiliate providers



### Pulmonary

WellStar is a nationally recognized leader in Pulmonary Medicine. Board-certified pulmonologists partner with other clinicians and specialists to diagnose and treat lung and breathing conditions.

**40+** board-certified pulmonary/critical care/sleep specialists



### Surgical

Our System has earned a global reputation for excellence in surgery because we invest in the best people, processes and technology. In 2018, 700 WellStar surgeons performed more than 31,000 surgeries.

**#1** volume of surgical procedures in Georgia



### Women's Health

From gynecological and prenatal care for younger women to bone-density testing for older patients, WellStar delivers value-based care, including the latest in minimally invasive procedures that address the diverse needs of women in our community.

**15,000+** newborns are delivered each year at seven dedicated inpatient units



“I am passionate about Shared Leadership and WellStar because as a nurse, I have a voice in my nursing practice and patient care using the evidence-based practice.”

– Venus C. Soriano, BSN-RN, Labor and Delivery

## A new view of leadership.

At forward-looking organizations like WellStar, a new view of leadership is emerging in the delivery of nursing care. In this model, known as Shared Leadership, every team member is engaged in the work of leading.

Nurses at all levels are making their voices heard in decision-making. It's part of a larger shift we're making toward a Nursing Professional Practice model that focuses on teamwork, creativity and professional development.

A Shared Leadership initiative was launched in 2018 and has already led to improvements in clinical quality and outcomes, policies, communication and efficiency. Plus, this new approach boosts accountability and empowers nurses, at the bedside and in their careers. Venus Soriano (*pictured here*) has been a Labor and Delivery nurse for 45 years. She appreciates WellStar's initiative because nurses are engaged and have ownership of issues and can effect change.

We're confident that every team member in our System has the potential to lead, positively influencing our colleagues and our patients. In the near future, we'll be applying the lessons from nursing to integrate Shared Leadership across the enterprise.



## 624 Clinical Nurse Leaders

at WellStar. This consists of Charge Nurses, Assistant Nurse Managers, Managers and Assistant Directors and Directors.







# We believe in patient-centered care.

WellStar's 25,000 team members are engaged in diverse pursuits, from surgery to security, research to rehab. What unites these professionals is their desire to make a difference in the health of every patient, every day, like AJ Brooks (*pictured here*) who helps manage expectations for patients in their most vulnerable time. This isn't some vague idea. It's a keen focus on proven best practices. It's partnerships within our System, and with other healthcare organizations, to solve complex medical problems. It's clinical trials that expose patients to new medications and treatments. It's also providing convenient care in our five neighborhood Health Parks.

Our innovative care design model, NEXTCare, is built around patient needs and convenience. We gather input on what patients expect, then use that insight to design the experience to exceed those expectations. To care for our neighbors where they are we reach beyond the walls of our facilities. In 2018, we provided \$685 million in charity care, unreimbursed care and community programs. Population health initiatives serve the roughly 10 percent of our patients without insurance and those who need help managing chronic conditions.

This unwavering focus on the patient has guided our System since the beginning and it continues, as we strive to deliver the best in world-class care close to home.

“It's an honor to work for a system that truly believes in improving the communities we serve and believes in life well-lived.”

– Alton “AJ” Brooks, Jr., MHA, Assistant Vice President, WMG Operations



## 11 years

on the Companies That Care Honor Roll, a national list recognizing employers for outstanding workplace practices and active community involvement





# Many responsibilities. Many roles.

We're continuously expanding the definition of what it means to be a neighborhood healthcare provider. WellStar team members fill unique roles that match the changing needs of members of our communities.

In 2018, we launched industry-leading initiatives in advanced healthcare planning, spiritual health and ethical practice. An innovative pilot program extends chaplain services beyond hospitals to outpatient settings. We're placing Licensed Clinical Social Workers in physicians' offices to answer spiritual and ethical questions. In response to data pointing to high suicide rates in our community, Olive Aneno (*pictured here*) was hired as WellStar's first Suicide Prevention Coordinator.

And in 2018 we hired four full-time clinical ethicists available to patients, nurses and doctors. Their unique role is to advise on ethical matters like end-of-life choices and issues of patient respect. An ethicist will meet you, quite literally, wherever you are—at home, by phone or at a coffee shop.

Team members across the System enhance their professional capacity by pursuing career enhancements. A physician seeks advanced trauma life support training. A nurse pursues expertise in de-escalation of violence, or healthcare information management. An environmental services team member gains certification in safety. We know that care comes in many forms, as our people are ready to help.

“One WellStar aims to achieve zero suicide among communities served by identifying and providing world-class treatment options for better outcomes. There is help, there is hope.”

– Olive Aneno, LCSW, MPH, Suicide Prevention Coordinator



**25,000**  
team members  
including 6,000 nurses



“As we all strive to be our personal and professional best, we enhance our ability to deliver world-class healthcare.”

– Mark Austin, Emergency Preparedness Manager

## Becoming our best.

WellStar believes in lifelong learning. We know that team members who have the chance to advance professionally or academically gain in terms of skills and satisfaction. They also grow in their ability to serve patients.

The WellStar Organizational Learning department offers thousands of computer-based and face-to-face courses and seminars. Team members can learn more in their given field or explore whole new areas of interest. A floor nurse may choose to become a specialist in pediatrics or emergency care. An administrative team member may pursue training in healthcare financing.

By leveraging technology, we reduce travel time and enhance convenience for organizational learners. We also make learning affordable through generous tuition assistance programs. System leaders, and those who aspire to lead, benefit from an educational partnership with *Kennesaw State University*. *WellStar Leadership Academy* and *WellStar Physician Leadership Academy* provide administrators and clinicians with academic career-enhancement opportunities.

We encourage all team members to achieve at the highest levels, in work and in life. Mark Austin (*pictured here*) understands WellStar’s commitment to training. Mark educates and trains staff on matters pertaining to Emergency Preparedness.







## Purpose-driven innovation.

We pursue innovation with purpose. Throughout our System, the intent is not necessarily to be the first or the fastest, but to provide more and better opportunities for healing and connection. In 2018, WellStar achieved full integration on its electronic medical record platform, launched new therapies, found ways to reduce risk during surgery and continued to improve staffing and scheduling. All of these steps and more are a few ways WellStar is improving the lives of our neighbors.

Alongside WellStar North Fulton (pictured) and several other WellStar hospitals, West Georgia Medical Center is the latest WellStar facility to perform less-invasive robotic surgery using the da Vinci Surgical System. Patients experience less time in the hospital and a quicker recovery.





WellStar Kennestone Hospital celebrated the completion of 500 minimally invasive TAVR procedures. Transcatheter Aortic Valve Replacement allows physicians to replace a diseased aortic heart valve without open-chest surgery. It's a potentially life-saving choice for patients at high risk who are not considered candidates for surgery.

We introduced ECMO, an innovative therapy that improves the level of oxygen for patients with certain types of heart and lung failures. The procedure sends blood through specialized equipment that adds oxygen and removes carbon dioxide before returning it to the patient.

WellStar surgeons can now request an itemized operating room "receipt" that details every item ordered and used during a particular surgery. This

increases accountability and improves surgical efficiency. WellStar surgeons are also operating without the use of opioid-containing anesthesia. And many physicians are prescribing non-opioid pain medication following joint-replacement surgery. Patients report better pain control and less risk.

WellStar hospitals and sites are becoming ever-better places to practice medicine, which helps attract and retain the best clinicians. We've improved operational efficiency in our Emergency Departments and medical offices through enhanced staffing and scheduling.

The 2018 Teaming Model is showing great promise in improving quality and patient satisfaction. The new care model focuses on improvements in electronic medical record proficiency, enhanced team member training and better staffing of medical offices.





## 2018 Awards and Recognitions

# The honor of serving.

At WellStar, people power our mission. The dedication of over 25,000 compassionate team members is reflected in the recognitions and awards we received in 2018. Our engagement with the people and communities we serve is unmatched.

Becker's Healthcare  
**100 Great Community Hospitals**

In 2018, WellStar West Georgia Medical Center was recognized by this leading health industry resource.

Working Mother's  
**100 Best Companies**

WellStar was named for the 11th year. The award recognizes our innovative work-life balance programs and emphasis on team member wellness.

National Association for Female Executives  
**Top 10 Nonprofit Companies for Executive Women for 2018**

The award honors organizations that have moved women into top executive positions and created a culture where talented women thrive.

**Atlanta's 2018 Best and Brightest Companies to Work For®**

WellStar was recognized for excellence in human resources practices and employee enrichment.

Atlanta Journal-Constitution  
**Georgia's Top 10 Nurses**

The Atlanta Journal-Constitution and ajcjobs honors Georgia's top nurses with the ajcjobs Nursing Excellence Awards. Ten nursing professionals were selected from a field of 800 nominations for their unending support of patients and the community. WellStar nursing professionals received five of the honors, including the Executive Nurse Leadership Excellence Award.

Nursing Excellence Award Winners:

**Lisa Jo Anderson**, WellStar North Fulton Hospital

**Robyn Gaffney**, WellStar Kennestone Hospital

**Kim Lee**, WellStar Kennestone Hospital

**Christopher Ponton**, WellStar Enterprise Support Team

Executive Nursing Leadership Excellence Award Winner:

**Dr. Stuart Downs**, WellStar Atlanta Medical Center

WellStar is certainly proud of the many awards we've won over the years in the areas of team engagement and culture. It's been an honor to be consistently recognized, but just as important is the insight and inspiration we gain from benchmarking our performance. Through comparison with other organizations that value what we value, we can better identify performance gaps and leverage that knowledge for improvement, raising the bar as we go.

**Recognizing Excellence**

People power our mission to deliver world-class healthcare. We are extremely proud of our team members, and regularly reward and recognize individuals and teams. For example, over the last decade, we've honored Shining Stars, stellar team members nominated by their peers, for our Hall of Fame. The DAISY Award recognizes nurses who went above and beyond to help care for patients. These awards, and many more, are important ways we can recognize excellence and help others strive for greatness.





**219,268**

attendees at  
community  
health events

**4,112**

total events



**16,873**

individual  
health  
screenings  
and flu shots



**13**

different classes  
offered at

**105**

schools throughout  
metro Atlanta  
to educate and  
promote healthy  
habits in children



**73,096**

students learned  
about important  
health topics  
through

**2,734**

school health  
programs



**2,813**

Good Life Club  
members



**960**

car seats



**120**

bicycle helmets



**35**

life jackets



**2,700**

car seat  
inspections



**338,872**

people had access to  
health information  
from WellStar





## Community Outreach

# Care outside our walls, and in our communities.

Improving the health of vulnerable populations, including those with financial need, is an essential part of WellStar's mission, and our momentum in building a healthier community continues to grow. Our outreach efforts are led by the WellStar Community Health Collaborative, comprised of WellStar team members and community stakeholders. The goal is to ensure one equitable standard of care—the highest—for all by removing barriers to care and ultimately improving community health. Some ways our preventive, outcomes-focused community services touch those in need are through hospital care regardless of ability to pay, mammogram vouchers for low-income women, chronic disease management, cancer screenings, health promotion education and free or reduced-fee lab and radiology services to partnering safety-net clinics.

## Tackling the opioid epidemic through education, innovation and outreach.

WellStar is committed to reducing opioid misuse. This is why we created an Opioid Steering Committee, to transform the way acute and chronic pain is viewed, managed and treated. The committee addresses several aspects of the epidemic, such as provider and patient education; clinical initiatives focusing on care models and protocol development; and community awareness and engagement, including government relations.

Together, these physicians and team members are helping to combat the epidemic, including:

- Implementing training programs
- Distributing education materials
- Creating withdrawal and symptom management programs
- Measuring opioid use across the System
- Participating in and hosting opioid-related community events and national conferences



On average, patients with opioid addiction will spend an additional

**6.5 days**

during a hospital stay, due to adverse effects



# WellStar Health System

## Leadership



### WellStar Health System Board of Trustees

Left to right: Paul L. Douglass, M.D., Ambica Yadav, D. Greg Morgan, T. Fitz Johnson, Michael B. Patton, Mitzi Smith Moore, W. Charles Brock, David H. Hafner, M.D., H. Speer Burdette, III, Otis A. Brumby, III, Charles Jones, O. Scott Swayze, M.D., Robert Cross, M.D., Frank Ros, Avril Beckford, M.D., R. Randall Bentley, Sr., Gary A. Miller, Larry Hornsby, M.D.

### Empowered Leaders—and Team Members

WellStar is known for integrated, inclusive leadership. Empowered physicians, nurses and team members are engaged in all aspects of System decision-making and planning.

That culture guides our Board of Trustees (pictured above), as well. Board members, physician leaders and executives regularly visit our hospitals and facilities—from the lab to the laundry. They listen and learn from team members, gaining insight that influences their decision-making.

As a not-for-profit health system, board members serve voluntarily, providing strategic direction and organizational support. Their diversity and range of expertise reflect the communities we serve.

Participatory clinical leadership starts with our President and CEO, Candice Saunders. Candice began her career as a nurse. As she made the transition from the bedside to the boardroom her duties broadened, but her passion for patient care and integrated teams never wavered.

As one of the first RNs to lead a major U.S. health system, Candice sets the tone for our leadership culture by championing the values of empowerment, honesty and authenticity.



## WellStar Executive Leadership Cabinet

Top row:

**Candice L. Saunders, FACHE**  
President and CEO, WellStar Health System

**John Brennan, M.D.**  
Executive Vice President and Chief Clinical Integration Officer

**Jim Budzinski**  
Executive Vice President and Chief Financial Officer

**David A. Jones**  
Executive Vice President, Human Resources and Organizational Learning

**Beth A. Kost**  
Senior Vice President and Chief Compliance Officer

Bottom row:

**Kem Mullins, FACHE**  
Executive Vice President, Ambulatory and Business Development

**Shally Pannikode**  
Senior Vice President, Chief Information and Digital Officer

**Carrie Owen Plietz, FACHE**  
Executive Vice President and President and Chief Operating Officer, Hospital Division

**Leo Reichert**  
Executive Vice President and General Counsel

**Rob Schreiner, M.D.**  
Executive Vice President and President, WellStar Medical Group



## A Not-for-Profit Health System

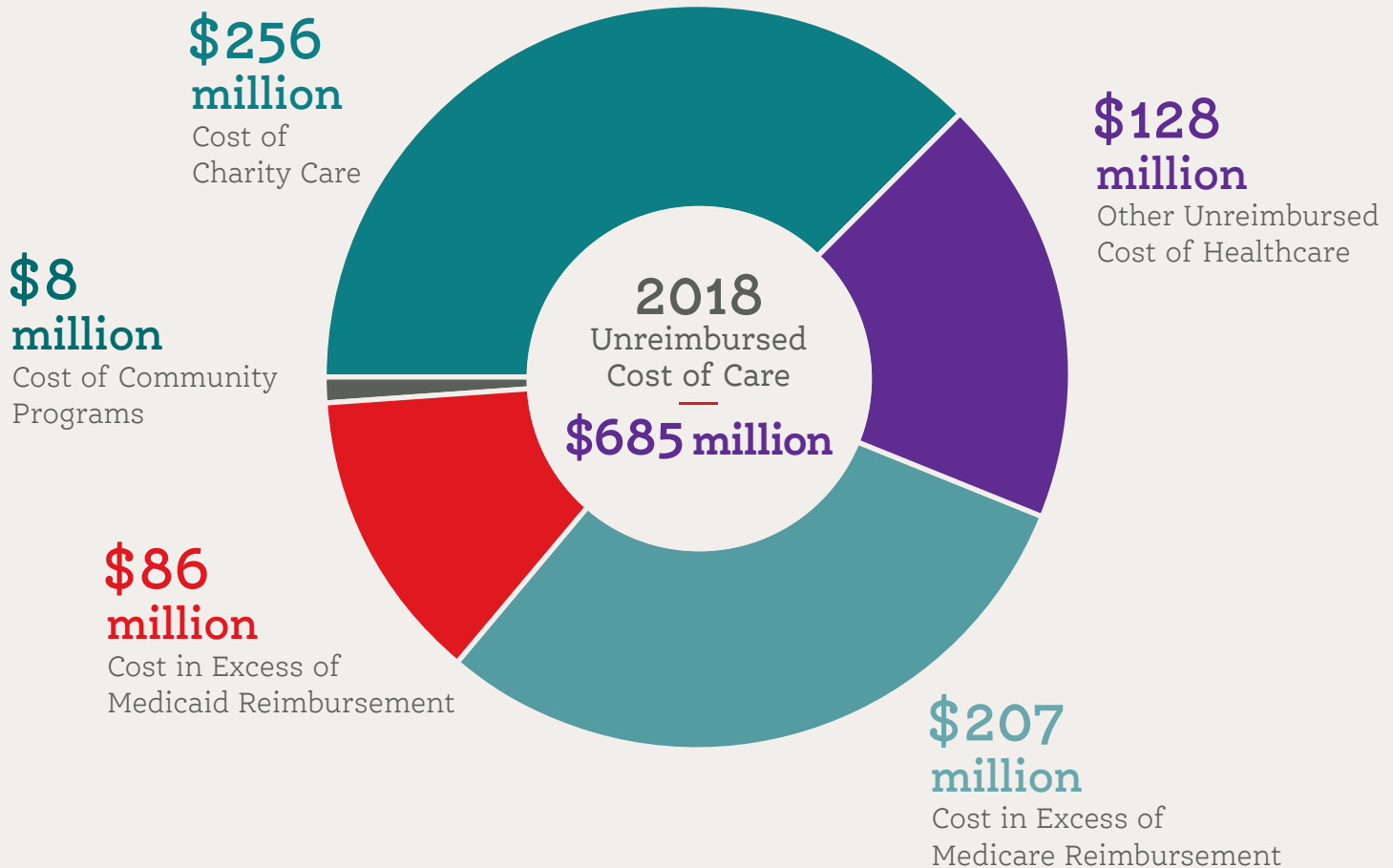
# Care where it matters most.

As a community-based, not-for-profit health system, WellStar's vision to provide world-class healthcare extends past our System and into the neighborhoods we serve.

We provide the same world-class level of service and commitment to all patients, in both our urban and rural hospitals, in WellStar Health Parks, physicians' offices and clinics. But we also move beyond the walls of our facilities to schools, workplaces and faith communities to promote prevention and wellness. We are building community-based solutions to

tackle the opioid epidemic, provide occupational health services to keep workers healthy and deliver school health programs that reach thousands of students each year.

As the graph below illustrates, in 2018 WellStar provided \$685 million in unreimbursed care. This includes our community programs, but also charity care for patients who qualify, or were unable to pay; State and Federal shortfalls in reimbursing for the cost of care under the Medicare and Medicaid programs; and other unreimbursed cost of care.



# Audited Financials

## Combined Balance Sheets

in thousands

	FY 2018	FY 2017
<b>Assets</b>		
Current Assets	\$ 754,086	\$ 683,108
Assets Limited as to Use	1,211,065	1,055,525
Property, Plant & Equipment	1,679,427	1,474,711
Goodwill	415,039	415,039
Other Assets	54,521	56,991
<b>Total Assets</b>	<b>\$ 4,114,138</b>	<b>\$ 3,685,374</b>
<b>Liabilities &amp; Net Assets</b>		
Current Liabilities	\$ 433,655	\$ 370,576
Other Liabilities	613,651	602,781
Long-Term Debt	1,395,011	1,255,910
Net Assets	1,671,821	1,456,107
<b>Total Liabilities &amp; Net Assets</b>	<b>\$ 4,114,138</b>	<b>\$ 3,685,374</b>
<b>Combined Statement of Revenues &amp; Expenses</b>		
Total Revenues	\$ 3,216,319	\$ 3,056,154
Total Expenses	(3,061,182)	(2,911,064)
Revenues in Excess of Operating Expenses	155,137	145,090
Electronic Medical Record Implementation Costs	(17,192)	0
Investment (Loss) Income and Other	56,099	68,625
<b>Funds to be Invested in Programs and Services</b>	<b>\$ 194,044</b>	<b>\$ 213,715</b>

WellStar invested \$339 million from purchases of PPE on cash flow in facilities, equipment and information systems technology in FY 2018. In our five-year capital plan, we will re-invest \$1 billion.

For reporting purposes, WellStar follows federally mandated and other guidelines for patients, including:

**Indigent:** Patients at or below 125 percent of the federal poverty level.

**Charity:** Patients between 125 and 300 percent of the federal poverty level.

**Medicaid:** A federal- and state-administered program providing access to care for certain low-income and/or disabled individuals. On average, Medicaid reimburses physicians, hospitals and other providers less than the cost of care.

For 2018, the U.S. Census Bureau defined the federal poverty level as \$12,060 for an individual and \$24,600 for a family of four.

\*Source: U.S. Bureau of Labor Statistics (January 2018 data)



# Working today for a stronger tomorrow.

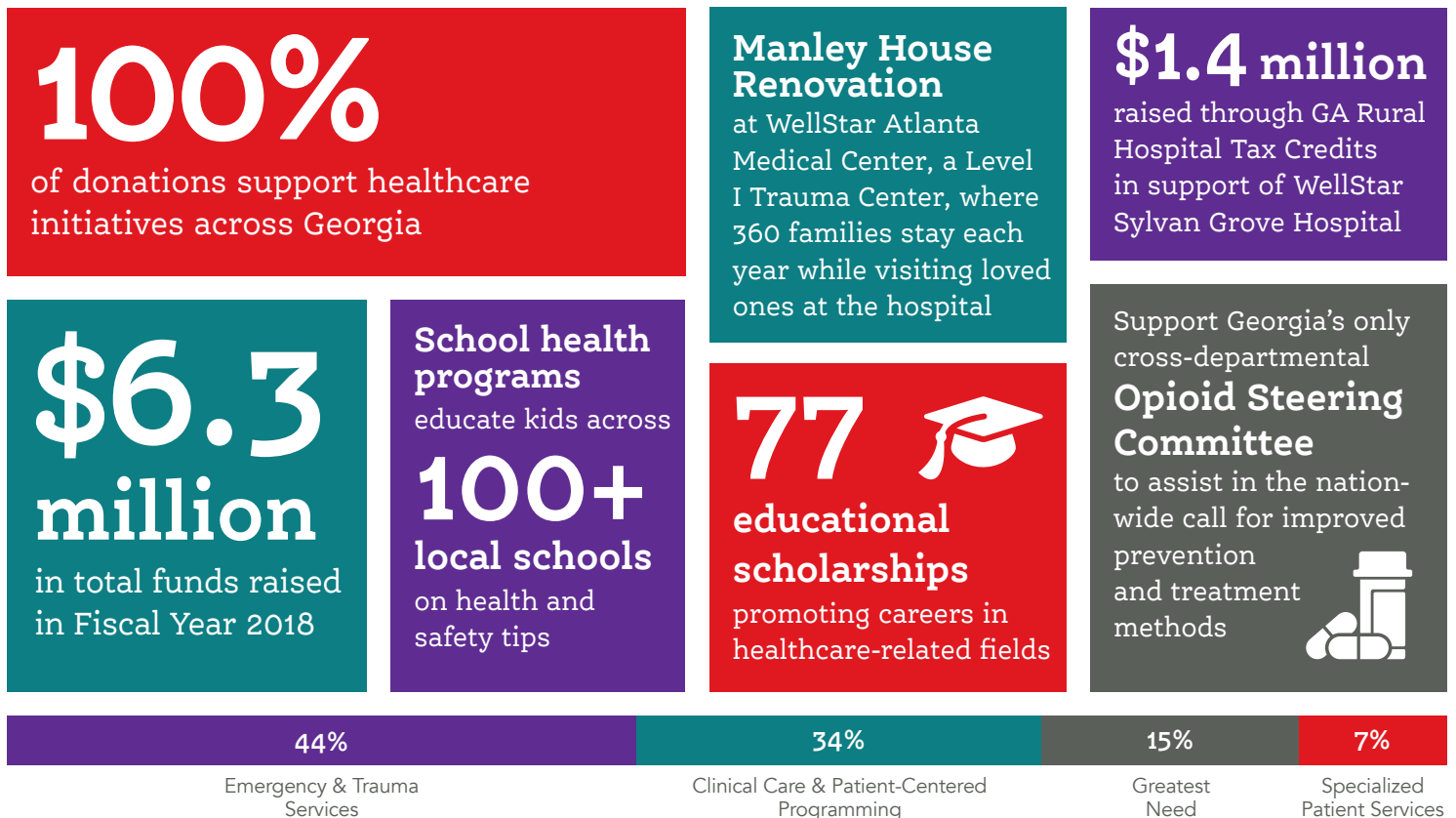
Every day, patients and families across our System are uplifted by the generosity of individuals they will likely never meet. They are among the thousands each year supported by donors to the WellStar Foundation.

With its unwavering, behind-the-scenes impact, the WellStar Foundation is an unmatched community partner. In fiscal year 2018, donations topped \$6.3 million. In addition to changing health outcomes for our patients, the Foundation enhances the quality of and access to healthcare in our communities by funding needed equipment, services and programs.

Here are just some of the ways the Foundation made a difference in 2018:

- Team Member Giving, a longstanding Foundation program, reached an unprecedented level, with \$1 million donated by team members in support of projects at their local hospitals.
- When state legislation providing tax credits to rural hospitals was passed, the Foundation jumped into action on behalf of patients in need at WellStar Sylvan Grove Hospital. The response was extraordinary, with \$1.4 million raised.
- In partnership with Susan G. Komen Greater Atlanta and It's the Journey, Inc., the WellStar Foundation-funded free mammogram program expanded to include Spanish-language ads, reaching a broader audience. The program provided 1,500 mammograms and diagnostic services at no cost to uninsured and under-insured patients.

## Fiscal Year 2018 | Impact of Giving



# A Girl Scout with a heart of gold.

Thanks to a Girl Scout with a dream, families of patients being treated at WellStar Atlanta Medical Center (AMC) are finding more comfort than ever at the Mary Ann Manley House. The 12-bedroom home, located across from the hospital, provides affordable lodging for family members of out-of-town patients. It was built in 1999 by Georgia Power and dedicated to the memory of beloved Georgia Power volunteer Mary Ann Strother Manley.




As part of her Girl Scout Gold Award community service project, Mary Ann's 17-year-old granddaughter and namesake partnered with WellStar Foundation, AMC, The Citizens of Georgia Power and others to fund renovations to the house in 2018. The effort raised \$200,000 to transform the Manley House, including updates to bedrooms, bathrooms, the kitchen and a kids' play area, as well as landscaping and other improvements.

Each year, some 360 families stay at the Manley House at a cost of just \$10 per night. Young Mary Ann says, "Keeping my grandmother's legacy alive by helping members of the community means everything to me. I'm so grateful to the WellStar Foundation for supporting me and the Mary Ann Manley House."

**1st**  
**vascular robot**  
 in metro Atlanta offering advanced surgical precision and patient care

Emergency assistance to  
**64**  
**team members**  
 who experienced an unforeseen crisis


**Babies Born Healthy**  
 provides prenatal care to nearly  
**4,000**  
 uninsured expecting mothers




**Safe Kids**  
 provides safety equipment and car seat inspections to local parents



Equipment to support advanced lung cancer research and  
**255**  
**free screenings**  
 for patients in need



**1,533**  
**free mammograms**  
 and diagnostic procedures for low-income patients across WellStar Health System's service area



**Cardiac rehab enhancements,**  
 including new exercise equipment to better accommodate patients of all fitness levels

Innovative diabetes pilot project that integrates technology and health coaching for long-term improvement in  
**1,000**  
**patients**  
 with a high risk of diabetes





# Lifetime Donors

WellStar Foundation is grateful to the following generous donors whose cumulative lifetime gifts of \$100,000 or more have made a significant impact on the healthcare of those around us. Because of their support, WellStar Health System can continue to improve access to care and find innovative ways to meet the healthcare needs of the communities we serve.

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WellStar Foundation partners with generous individuals, corporations and organizations to ensure WellStar Health System has the resources necessary to bring world-class care to our community. WellStar Foundation is deeply grateful to the many donors who have supported WellStar with gifts of \$1,000 or more during this past fiscal year from July 1, 2017 – June 30, 2018:

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