



Breaking **NEW** Ground

2014 COMMUNITY REPORT



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MARIETTA, GA 30062
770-956-GIVE (4483)

wellstar.org/community



We believe that healthcare is a choice.
We want members of our community
to feel good about choosing WellStar
at each stage of their lives.

WellStar broke new ground in many ways this year.

We grew bigger, yes, but most importantly, better. More dedicated to meeting the needs of the 1.4 million people we serve. More committed to innovation and partnerships that help us provide world-class healthcare close to home.

Our most visible achievement was opening the replacement WellStar Paulding Hospital, a bright, healing environment where cutting-edge technology enhances patient safety and reduces environmental impact.

The new WellStar Pediatric Center offers high-quality, child-centered services with convenient hours and pediatric specialists on site. From the doctors to the design, it is solely dedicated to the well-being of children.

Our second Health Park, in East Cobb, opened its doors in September, a single source of urgent and primary care and other specialty services in an easy-to-access neighborhood setting. In response to the success of the Acworth and East Cobb locations, we're bringing Health Parks to Cherokee County and Vinings.

In some cases "groundbreaking" did not result in new buildings, but in valuable new partnerships. WellStar has partnered with Piedmont Healthcare to create a new insurance company, called Piedmont WellStar Health Plans. The plans feature disease prevention and affordable care management for members of the community and for employees of both health systems. As a member of the Mayo Clinic Care Network, WellStar physicians have the ability to consult with Mayo specialists, bringing extraordinary medical insight to complex cases at no cost to our patients. We earned a place on the *FORTUNE 100 Best Companies to Work For*® list. And, through our Epic® system, WellStar Connect, we advanced our capability in electronic medical recordkeeping

with the goal of better care through more efficient communication.

Our System took an important step toward building our future with the announcement that President and Chief Operating Officer Candice Saunders will become WellStar President and CEO in January 2016.



CANDICE SAUNDERS

The result of all these efforts is a community that grows healthier one neighbor at a time. In the pages that follow, you'll meet one of those neighbors and learn how WellStar helped change the course of a life.

As an employer of more than 13,000, we boosted the health of our economy as well this year. A strong balance sheet and a robust Foundation permit us to reinvest every dollar into our mission. We will continue to thoughtfully address challenges wherever they arise, never forgetting our mission—to deliver world-class care that makes our community a healthier, better place to live.

With your support we look forward to breaking more new ground in the future.

In good health and gratitude,



Reynold J. Jennings

Reynold J. Jennings
CEO
WellStar Health System

Janie L. Maddox

Janie Maddox
Chair, Board of Trustees
WellStar Health System

A year of breakthroughs.

At midnight on April 1, 2014, WellStar Paulding Hospital went dark for the first time since its opening in 1958. At the same moment, the new WellStar Paulding Hospital whirled to life, bringing world-class healthcare to one of Georgia’s fastest-growing communities.

WellStar Paulding is not only the newest hospital in the Atlanta area, it also incorporates innovative design to maximize patient healing, family comfort and the safety of all who work, visit and are treated there.

Located in Hiram, the hospital opened with 56 beds and the capacity to expand to 112. There are four surgical suites and 40 emergency exam rooms, plus a dedicated Pediatric Emergency Department. The hospital brought 500 new jobs to the community.

Behind the warm lighting and comfortable décor is cutting-edge technology, some of it unique to the Atlanta area. In place of the traditional central nursing stations, caregivers work close to patient rooms. Medical staff wear tiny electronic chips that track handwashing. And germ-fighting UV light air handlers filter the air as it enters the building. A high-efficiency geothermal heat pump system is expected to save 30 percent in energy costs.

The welcoming crowd of over 10,000 on hand for the opening celebration reflected the depth of community support for the new hospital. Those present included relatives of the founders of the original Paulding Hospital, a testament to the continuity of our mission. Many in the community have expressed support through their generous donations to name spaces at the new WellStar Paulding Hospital, in honor of the lives of loved ones.

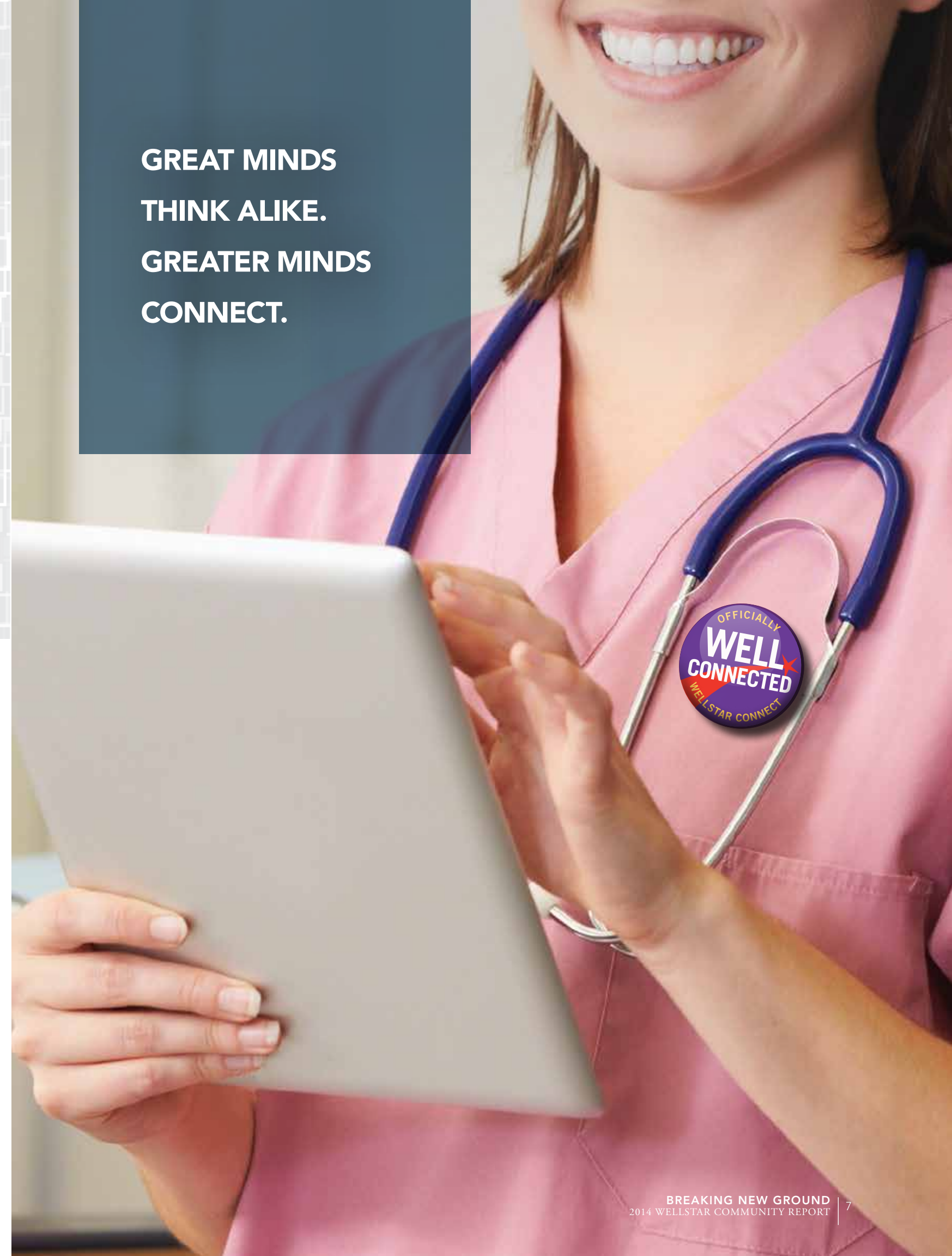


THE PRESENCE OF FAMILY MEMBERS IS A KEY ELEMENT IN PATIENT HEALING. WE DESIGNED THE HOSPITAL TO KEEP LOVED ONES CLOSE.





**GREAT MINDS
THINK ALIKE.
GREATER MINDS
CONNECT.**



Serving our children.

Children are not small adults. They need specialized healthcare that meets their physical and emotional needs. The new WellStar Pediatric Center in Kennesaw provides just that, with innovative services intended to ensure that our children receive the care they need to enjoy long, productive lives. Our specially trained pediatric experts – including a radiologist, pediatricians, subspecialists, a supportive child life specialist and other caring team members – are dedicated to your child's well-being. Child-friendly surroundings, prompt appointments, pediatric imaging and quick lab results make the center an essential community resource.

More care for more patients.

WellStar Douglas Hospital moved into an expanded critical care services and intensive care unit, doubling ICU capacity. The project also included renovation and expansion of the hospital's Emergency Department and added seven private rooms. The result is quicker, better care for the people of Douglas County and surrounding areas.

Healthy approach to technology.

In its first full year of implementation, our new electronic patient record system is already delivering solid benefits. WellStar Connect, our implementation of the Epic® electronic health record software, provides a single source of information shared by all WellStar physician offices, outpatient facilities and hospitals. The system improves care and saves money by avoiding unnecessary tests and procedures. The online portal MyChart uses technology to let patients communicate directly with their doctors.



COMMITMENT TO IMPROVE HEALTH

Cancer commendation.

The American College of Surgeons Commission on Cancer granted our cancer program a three-year accreditation with commendation, the highest level of achievement recognized by the commission. This prestigious designation is awarded to sites that exceed standard requirements. Our community-based, world-renowned oncologists offer the most advanced treatment available.

We've got heart.

This year WellStar Kennestone Hospital was honored with Consumer Reports' highest rating for heart surgery, the only Georgia hospital to receive this distinction. The score was based on four metrics, including survival rates, need for a second operation, best surgical techniques and medications. In fiscal year 2014, WellStar surgeons performed 655 cardiac surgeries, up from 543 the previous year. The WellStar Cardiac Network offers leading-edge care and has been recognized nationally for innovation and outcomes.

Breaking away from the pack.

WellStar is passionate about being an employer of choice and our efforts were recognized widely in 2014. We were proud to be the highest-ranking Georgia business on the *FORTUNE 100 Best Companies to Work For*® list. WellStar was named a top company for executive women by the National Association of Female Executives. *Working Mother* magazine acknowledged our family-friendly policies by naming us one of their *100 Best Companies*. As well, we were honored by AARP and the Society for Human Resource Management as one of the *Best Employers for Workers Over 50*.

Extending our reach.

The Mayo Clinic Care Network collaboration is one of several notable partnerships forged this year. In addition, a joint venture with Piedmont Healthcare created a health insurance plan option that benefits community seniors and WellStar employees. As part of an ongoing relationship with Kennesaw State University, WellStar operates the student health clinics and supports student athletics, including KSU's new football program. A clinical collaboration between WellStar Urgent Care Centers and select Walgreens Healthcare Clinics provides seamless, quality healthcare in a convenient way.

Transforming health through innovation.

This year the Center for Health Transformation (CHT) fine-tuned its mission—to bring together not-for-profit health systems, universities and technology organizations to develop real-world health solutions through collaboration, research and innovation. A joint research project launched through the Georgia Tech Research Institute seeks ways to offer better care at lower costs. CHT serves as an incubator for promising new solutions to medical challenges here in northwest Georgia and beyond. As a Medicare Accountable Care Organization (ACO), WellStar contributed to a national savings of \$370 million this year. ACOs are select providers charged with delivering exceptional, affordable care to Medicare patients. ACO participation requires medical staff to use innovative strategies to cut costs without compromising quality.

A solid foundation.

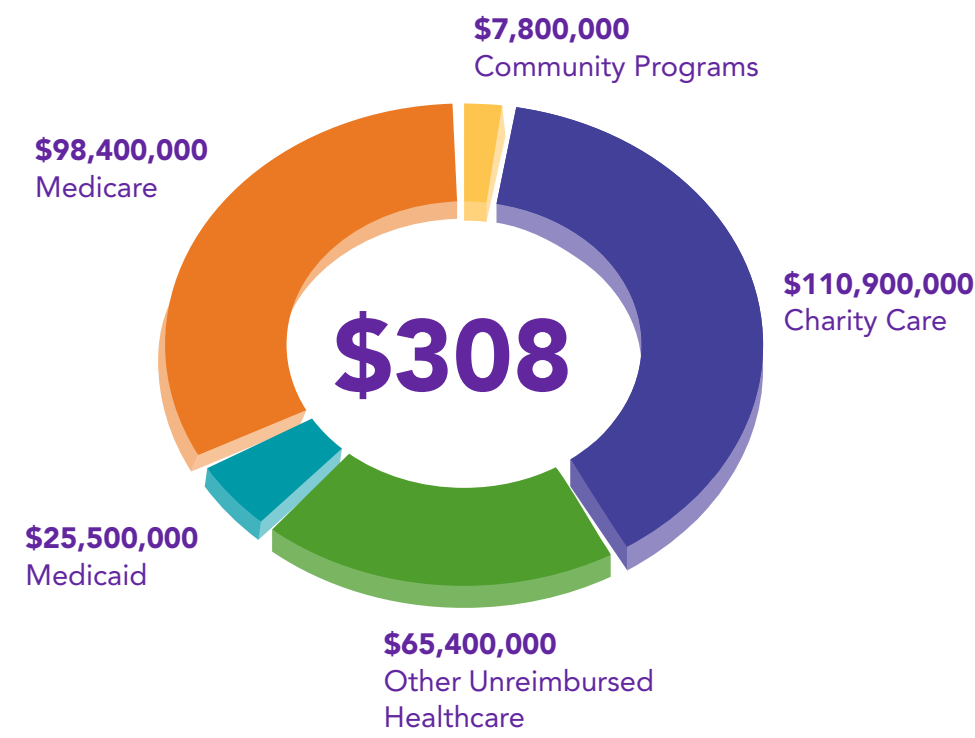
While patient revenue lets us maintain high-quality care, it is the support from the communities we serve, through donations to the WellStar Foundation, that enables us to deliver world-class care. This year, contributions from employees, businesses and neighbors neared \$5 million. These donations will help provide inpatient hospice care to those in need, fund a comprehensive stroke center, support the new WellStar Paulding Hospital, provide life-saving screenings, community health education and safety programs to those in need, and so much more.

Caring for those in need.

At WellStar, we are committed to caring for those in need throughout our community. For the past five years, we have provided more than \$200 million per year in unreimbursed care. This year, 11 percent of all healthcare provided by WellStar was for those without insurance.

As the graph/infographic below illustrates, WellStar incurred costs of more than \$110 million to provide charity care to patients in Bartow, Cherokee, Cobb, Douglas and Paulding Counties in fiscal year 2014. Patients are deemed eligible for charity care, with no obligation to pay, according to state regulations and WellStar policy.

We also provided an additional \$65 million to care for those who for various reasons did not apply for charity care, but were still unable to pay for services. Finally, our physicians and facilities made up a significant shortfall in reimbursements for patients on Medicaid (\$25 million) and on Medicare (\$98 million).



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 2013, the U.S. Census Bureau defined the federal poverty level as \$11,670 for an individual and \$23,850 for a family of four.

*Source: Bureau of Labor Statistics (June 2013 data)

Audited Financials

Combined Balance Sheet

	FY 2013 in thousands	FY 2014 in thousands
Assets		
Current Assets	\$ 349,385	\$ 453,631
Assets Limited as to Use	800,487	694,344
Property Plant & Equipment	919,062	1,116,877
Other Assets	73,480	78,380
Total Assets	2,142,414	2,343,232

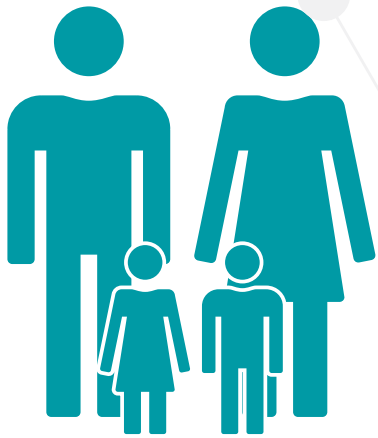
Liabilities & Net Assets		
Current Liabilities	\$ 182,912	\$ 277,656
Other Liabilities	211,281	292,419
Long-Term Debt	504,195	495,842
Net Assets	1,244,026	1,277,315
Total Liabilities & Net Assets	2,142,414	2,343,232

Combined Statement of Revenues & Expenses		
Total Revenues	\$ 1,546,874	\$ 1,647,462
Total Expenses	(1,475,927)	(1,560,734)
Revenues in Excess of Operating Expenses	70,947	86,728
Implementation Cost Associated with Systemwide EMR	(3,714)	(38,253)
Loss from Unusual Winter Storms	-	(13,499)
Organization Restructure Cost	-	(5,541)
Investment Income and Other	52,554	61,019
Funds Invested in Programs and Services	119,787	90,454

WellStar invested \$303 million in facilities, equipment and information systems technology in FY 2014. In our five-year capital plan, we will re-invest \$927 million.

Community Education & Outreach

We believe prevention and early detection provide the best approach to maintaining health and avoiding disease. That's why we provide low- or no-cost health fairs, screenings and educational opportunities in a variety of settings to help improve the health and well-being of our community.



11,000 attendees at our Community Health Events

62,000 students learned about important health topics through our **2,800** School Health Program classes

6,000 pieces of equipment distributed, including **bike helmets, car seats, life jackets, reflectors & smoke/carbon monoxide detectors**

77,000 people had access to health information and services through our health fairs and corporate events



14,000 participants in accident prevention programs, including **car seat safety inspections**, through our partnership with Safe Kids Cobb County



10,000 individual screenings & flu shots were provided through our **Community Health Screenings**



5,000 members in our **Good Life Club** for seniors



Partnerships with **70** congregations through our **Congregational Health Network**

160+ Community Health Fairs

40+ Corporate Events & Health Fairs

35+ CPR/First Aid Classes

20+ Advance Care Planning Workshops

150+ Speaking about Wellness Events

For class registration or physician referral, please call **770-956-STAR (7827)**.

STROKE OF LUCK AND A SECOND CHANCE AT LIFE

JOHN COTHRAN + DR. AHMAD KHALDI

Ask typical teens what comes to mind when they hear the word stroke and you'll get answers like "old people," "dying" or "paralyzed." Ask 18-year-old John Cothran the same question and you'll hear the words "miracle" and "second chance." That's because the unthinkable happened to John. Two years ago, at age 16, he suffered a major stroke.

How major? So major that few people imagined this vibrant, athletic Woodstock High School sophomore would see his 17th birthday.

"On December 3, 2012, a buddy and I were working out at LA Fitness in Woodstock. My head started hurting really badly so I asked my friend to drive me to WellStar Urgent Care in Towne Lake." There, Dr. Carlos Garcia recognized the signs of a possible stroke and sent John by ambulance to WellStar Kennestone Hospital.

Tests confirmed that John had suffered a stroke due to the rupture of a tangle of abnormal blood vessels known as an arteriovenous malformation (AVM). When the pressurized vessels burst, they caused potentially fatal bleeding in John's brain.

WellStar neurosurgeon Dr. Ahmad Khaldi performed emergency surgery to remove a piece of his skull to make room for his rapidly swelling brain. John's mom Carey recalls, "The operating room nurses kept coming out with messages from Dr. Khaldi telling us John was okay."

Over the next four months, John's condition was fragile as his brain healed enough to permit the AVM to be removed. He suffered constant headaches and required a great deal of rest. After weighing the options, the family decided on surgical removal of

the vessels. Although the risk of death was low, the possibility that John would lose his sight was high.

"After more than 10 hours of surgery Dr. Khaldi came out to tell us he had been successful," says Carey. But would there be lasting damage to John's ability to speak, walk and see? No one could know for sure. The next day as John emerged from the sedation, Dr. Khaldi urged him to give a thumbs up. To everyone's delight John extended his right hand and grabbed Dr. Khaldi's.

That was the beginning of a painstaking but dramatic recovery. "Dr. Khaldi is truly the smartest person I've ever known," says Carey. "The support and friendship he and the nurses on the ICU floor extended to John and our family were incredible. They never treated him like a helpless victim."



JOHN AND DR. KHALDI TOGETHER AFTER THE SURGERY. ON THE RIGHT, THEY SHARE A LAUGH AS JOHN TRIES ON DR. KHALDI'S LAB COAT.



John graduated on time with his classmates and is currently a freshman at Kennesaw State University, and a recipient of the HOPE Scholarship. Inspired by his WellStar caregivers, he has set his sights on a career as a physician's assistant. John acknowledges that he's regained more than physical abilities. He's also

acquired insight. "In the past I'd never say 'I love you' to my mom. Now, anytime I can, I tell her I love her and my family so much."

Thanks to his friend, John's own quick thinking, the extraordinary WellStar neuroscience team and the prayers of all who love him, John can anticipate a full and vibrant future. He'll be the first to tell you that he's gotten a second chance at life.

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2013–2014

As a not-for-profit System, WellStar is grateful to the physicians and community leaders who voluntarily serve on our WellStar Board of Trustees. They give countless hours of strategic direction and organizational support to advance our mission.



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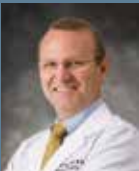
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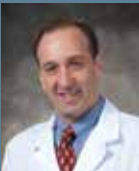
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WellStar Foundation is grateful to the following generous donors whose cumulative lifetime gifts of \$100,000 or more have made a significant impact on the healthcare of those around us.

Because of their support of WellStar Health System’s efforts to provide total family world-class care close to home, WellStar 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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The 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 truly grateful to the many donors who have supported WellStar with gifts of \$500 or more during this past fiscal year from **July 1, 2013 – June 30, 2014:**

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