2016 COMMUNITY REPORT

EXPANDING WORLD-CLASS HEALTHCARE
At every hospital and care site, we remain committed to delivering world-class healthcare.
Expanding World-Class Healthcare to New Communities

This year, WellStar Health System was proud to welcome six new hospitals in the System, each representing a community of caring that now is an integral part of WellStar’s community. The WellStar Health System 2016 Community Report reflects this historic period of growth and change.

Every day, our physicians, caregivers and team members deliver compassionate care at our 11 hospitals, 240 medical office locations and numerous outpatient facilities.

The impact of their efforts is unmatched. A premature newborn returns home after anxious weeks in the NICU. A stroke patient is protected from brain damage by fast-acting emergency responders. A stage-four cancer survivor is in remission, thanks to a new protocol developed by a WellStar team.

Each day, we both face an ever changing, more complex healthcare environment, which seems to make access to high-quality, cost-effective healthcare more distant.

We are addressing these and other challenges as a unified, integrated health system, one designed to take the fragmentation out of healthcare. Our sights are set on four outcomes – what we call the quadruple aim – provide better care, improve access to care, lower the cost and improve the caregiver experience. We are consistently supported in this work by you, the members of our community, our care and support teams, and by the WellStar Foundation, whose generosity funds programs that make a sizeable impact on the health of our community.

As a mission-driven, not-for-profit health system, we remain committed to delivering the highest quality healthcare to the communities we serve. Thank you sincerely for your ongoing support in our pursuit of that mission.

On behalf of our entire WellStar family, we wish you and yours the blessing of good health.

Gary Miller
Chair, Board of Trustees
FY ’15-16

Candice L. Saunders
President & CEO

David Hafner, M.D.
Chair, Board of Trustees
FY ’17-18
As a not-for-profit health 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.

LEFT TO RIGHT:
Expansion Brightens Georgia’s Healthcare Future

Commenting on the view from space, astronaut Sally Ride said, “The stars don’t look bigger, but they do look brighter.” With more than 11 hospitals, a network of over 3,000 physicians, 240 care sites and more than 20,000 team members, there’s no question that WellStar is bigger. But more important is that together, we are brightening the healthcare future of the state of Georgia.

On April 1, WellStar acquired five new hospitals and finalized a partnership with West Georgia Health. The newest members of our family include: WellStar Atlanta Medical Center; WellStar Atlanta Medical Center South; WellStar North Fulton Hospital; WellStar Spalding Regional Hospital; WellStar Sylvan Grove Hospital; and WellStar West Georgia Medical Center. The addition extends the communities we serve to Butts, Fulton, Jackson, Spalding and Troup counties, making WellStar the largest health system in Georgia and one of the largest not-for-profit health systems in the country.

Right Care, Right Time, Right Place
With an expanded service area, WellStar will bring best practices to make a difference in the health of our communities by delivering the right care at the right time in the right place.

The new hospitals bring extraordinary assets to the WellStar family—innovative programs, proven practices and team members with a solid commitment to community health. Today, WellStar offers 11 service lines including Behavioral Health, Cancer, Cardiology, Hospital Medicine, Medicine, Musculoskeletal, Neuroscience, Obstetrics & Gynecology, Pediatrics, Pulmonary and Surgical, and a network of over 3,000 physicians.

With an expanded service area, WellStar is dedicated to providing access to top-quality healthcare across the state of Georgia.

In 2013 and 2014, all of WellStar’s hospitals, care sites and physician offices were linked by an electronic health record system that created a single medical record (EMR) for each patient. This means all WellStar providers see the same updated medical information without filling out forms at each visit. Because of the success in implementing this quality enhancing EMR, the WellStar Board of Trustees has committed additional capital funds to roll out this innovative EMR to all of the new facilities that joined WellStar on April 1 over the next 18 months.

Better Together
With less than a year as an expanded System, the benefits already are evident. Hospitals share best practices for effective treatments. Physicians from across our System meet daily—in person and virtually—to collaborate on challenging cases. And
patients enjoy expanded access to convenient health services across the state. Our ability to attract and retain top talent is enhanced. We are driving innovation across the entire care continuum.

The strength we have gained from the expansion is timely as we face regional and national challenges around changing government regulations and reimbursement pressures. Add to that the fact that our population is aging and experiencing an increase in chronic conditions. We are working to address these challenges by shifting from a fee-for-service model to a value-based model, where quality and efficiency are rewarded. Our efforts are focused on four outcomes called the Quadruple Aim:

1. Provide better care
2. Improve access to care
3. Improve the caregiver experience
4. Lower the cost of care

**Here for You Today. Here for You Tomorrow.**

The most profound impact of our growth is the simplest to explain. We want to continue a legacy of caring for the families in our community. Our friends. Your neighbors. Your kids’ teachers. WellStar is dedicated to providing access to high-quality healthcare in every corner of our expanded service area. Whether you need a hospital, an outpatient surgery center, an urgent care visit, a bone set or a heart healed, we’re there for you.

And, as a not-for-profit, we will continue to reinvest in our communities with new treatments, technologies and facilities. We will bring new efficiency and new energy to the work begun many years ago when our System was founded. It’s a bright new era for WellStar Health System.
WELLSTAR SERVICE AREA

HEALTH PARKS
1. WellStar Acworth Health Park
2. WellStar East Cobb Health Park
3. WellStar Vinings Health Park (Opening September 2017)
4. WellStar Cherokee Health Park (Anticipated opening by end of 2018)

PEDIATRIC CENTER
P. WellStar Pediatric Center

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
With the opening of a new residency program this year at WellStar Kennestone Hospital, WellStar took more steps forward in addressing the need for well-trained physicians committed to caring for patients close to home. The inaugural class of medical residents at WellStar Kennestone Hospital reported for work July 1. The program seeks to provide physicians in training an opportunity to practice in a community setting.

Charlene Rohm, M.D., is one of 10 residents in the three-year internal medicine residency. Another four are participating in the four-year obstetrics and gynecology (OB/GYN) offering. The doctors were selected from among 2,400 applicants. For Dr. Rohm, who has lived most of her life in Georgia, one of the best parts of the experience has been bonding with other residents and faculty physicians. She’s also appreciated the priority given to work/life balance.

A Legacy of Learning

Residency program to train physicians is not new to WellStar. WellStar Atlanta Medical Center, which joined the System last spring, has a highly regarded residency program dating back to the 1960s. WellStar Atlanta Medical Center offers graduate education in family medicine, general surgery, internal medicine and orthopedic surgery. The program has trained more than 1,200 physicians. It is associated with Medical College of Georgia at Augusta University, Mercer University School of Medicine, Morehouse School of Medicine, the Philadelphia College of Osteopathic Medicine and Ross University School of Medicine.

In coming years, the WellStar Kennestone program will expand to other clinical specialties such as family medicine and emergency medicine and, beginning in July 2017, a “transitional year,” general training before residents embark on a specialty.
Launched through the support of the WellStar Board of Trustees, investment by the state of Georgia and support of donors to the WellStar Foundation, resident education is a win-win. Residents get top medical training. WellStar and the state benefit from highly-qualified physicians.

**Working with residents raises the level of education and clinical excellence for the entire hospital.**

This is especially important in view of a nationwide and state-wide physician shortage. The likelihood that physicians will remain in the state where they do their residencies is high. What’s more, working with residents raises the level of education and clinical excellence for the entire hospital.

**They’ve Come a Long Way**

As associate program director for the internal medicine training program at WellStar Kennestone, Janet Memark, M.D., has been quite impressed with the residents’ clinical ability, and with the impact they’re having. She notes that the eager residents have come a long way since July when they were learning their way around and mastering the computer system. Now they’re leading tours for other prospective residents and have become ambassadors for WellStar’s graduate medical education.

The program not only is new, but is innovative. Before starting to work on clinical floors, the residents participate in a “simulation boot camp.” This gives them the opportunity to deliver “babies,” administer injections and run distress codes, all in a safe, simulated environment.

For Dr. Rohm, being a doctor is the culmination of a lifelong dream. Since about age eight, she knew medicine was her future. She hopes to pursue a cardiology fellowship and, one day, teach. WellStar is pleased to be able to provide advanced training to exceptional physicians like Dr. Rohm and her fellow residents.
New Pathways for Professional Growth

If you’ve ever been on the receiving end of care from a WellStar nurse, you know they are in a class all their own—skilled, compassionate and highly professional. This year, WellStar has enhanced and redesigned a program of fellowships that offer working nurses advanced training in specialized clinical areas.

According to Jill Case-Wirth, Senior Vice President and Chief Nurse Executive, the initiative is one answer to the question of how to position ourselves as an employer of choice to attract the best and brightest. It starts, said Case-Wirth, with hiring top talent. But in today’s challenging healthcare environment—a nursing shortage, an aging population and an increase in chronic disease—it’s also about encouraging top nurses to stay and build their careers with you.

The fellowships provide education and training—typically eight to 16 weeks—to help nurses transition from one area of specialty to another. For example, a critical care nurse might want to do emergency medicine, which requires a different set of competencies, skills and critical thinking. Currently, fellowships are available in critical care, labor and delivery, cath lab, newborn intensive care and perioperative services (patient care before, during and after surgery).

The courses typically lead to nationally recognized certification. They include a classroom component, simulation and bedside training with a mentor.

The fellowship program is part of a Systemwide commitment to help nurses and other professionals advance as high as they can dream. It’s what the WellStar culture is all about—creating an environment of continuous growth and learning.

WellStar partners with colleges and universities across the state to educate the next generation of nurses. Participating institutions include Kennesaw State University, Chattahoochee Technical College and Georgia Highlands College.
Health Parks Receive Rave Reviews; More Planned

One patient told her physician that just gazing out at the trees surrounding the WellStar East Cobb Health Park as she walks into the building reduces her blood pressure. From the ease of parking to the onsite pharmacy, patients are raving about WellStar health parks in East Cobb and Acworth. A third, at South Atlanta Road and I-285 in Vinings, is expected to open in September 2017. And a fourth facility will open off Sixes Road overlooking I-575 in Cherokee County in 2018.

The health parks are helping WellStar fulfill its mission of providing world-class healthcare close to home.

The health parks provide a unique patient experience with outpatient services, primary care, specialists and urgent care all under one roof and close to home in a restful, convenient setting. Services include medical imaging and mammography, cardiac diagnostics, outpatient surgery, sleep studies, physical therapy, cardiac rehab, pediatrics, internal medicine, ob/gyn, urology, general surgery and other specialties.

Patients made 350,000 visits to the Acworth and East Cobb health parks during fiscal year 2016. The popularity of the health parks reinforces our belief in the need for convenient, world-class healthcare close to home.
When Brittney and David Bottoms of Marietta learned that the baby Brittney was carrying had the life-limiting genetic abnormality Trisomy 13, there was no doubt that they would continue the pregnancy. From that point, about 13 weeks in, they focused their loving attention on how to welcome baby John Tate into the world, knowing he might not live past the moment of birth.

The Bottoms, parents of then-three-year-old Drew, were introduced to Cathy Jones, a nurse educator at WellStar Kennestone Hospital. Cathy is experienced in helping families like the Bottoms. She agreed to coach the couple through the rest of the pregnancy and John’s birth. She walked them through many difficult decisions. And she insisted they call her—no matter what time of day or night—when it was time.

When Brittney arrived at the hospital around 2 a.m. on May 31, 2015, the entire labor and delivery team treated her “with incredible care and kindness.” Cathy had just returned from vacation and rushed to the hospital. “Cathy was our guardian angel. She stayed with me, prayed with me and comforted me.” Brittney’s birth plan called for a C-section to give the family the best chance of meeting John Tate alive.

Despite the hour, many family members crowded into the surgical suite to hear Baby John’s first cries, shower him with love and capture it all on video and in photos.
When Ed Stowers of Alpharetta hits the gym three times a week, he logs time on the treadmill and stationary bike. He also connects to a close-knit community. Cardiac Rehabilitation lets those who have heart disease, or have had cardiac procedures, exercise in a safe, monitored environment.

Stowers had made great strides in cardiac rehab and credits the team, led by Program Lead Susan Tassitano, for his success. As a gesture of appreciation, Stowers and his wife, Pat, replaced the TVs at the facility. At the time, North Fulton was a for-profit hospital and monetary donations were not permitted.

Soon after WellStar, a not-for-profit health system, acquired the hospital last spring, Stowers learned that the rules for giving had changed. He reached out to the WellStar Foundation and discussed his desire to give back. During an event to recognize the Stowers’ generous $10,000 gift to fund equipment for cardiac rehab, Stowers was moved to pledge another $5,000. The generosity of the Stowers and other grateful patients helps the Foundation continue to reinvest in every community we serve.

Stowers, a self-made businessman, downplays the donation as a token of gratitude for a program that’s helped him stay healthy. And like others in WellStar’s cardiac rehab programs across the System, Stowers gets a lot more from the sessions than exercise and lifestyle tips. He also benefits from the camaraderie and the support of team members.

“We were very happy to contribute and hope it might inspire others,” adds Stowers. To learn more about how you can make a difference, visit wellstar.org/foundation.

Grateful Patient Exercises
His Right to Give Back

For two hours, John Tate was cuddled, celebrated and prayed over. And then his precious life was over. But the Bottoms’ story lives on. To honor John’s life and to recognize Cathy Jones, Brittney and David made a generous donation to the WellStar Foundation. After much thought they chose to establish Journey Through Bereavement. The program will provide hands-on support to parents going through similar challenges. And it will offer training and encouragement for caregivers and clinicians. The program’s initials, JTB, also are those of John Tate Bottoms.

Adds David, “We want to help create a standard of care so people can have the kind of experience Cathy provided us. The time you have in the hospital is your only time with your child, so it has to be as perfect as possible, with no regrets.”

Journey Through Bereavement
Benefiting the Whole Community

Improving the health of vulnerable populations, including those with financial need, is an essential part of the WellStar mission. This commitment has never been more robust. Since 2013, we’ve increased community benefit programs by 88 percent and services from $7.6 million in fiscal year 2013, to $14.4 million. Some of the ways our preventive, outcomes-focused community benefit services touch those in need are through hospital care regardless of ability to pay, vouchers for mammograms for low-income women, chronic disease management, cancer screenings, health promotion education, and free or reduced labs and radiology services to partnering community safety net clinics. As well this year, delivered $427 million in unreimbursed and charity care — a significant increase from last year.

Our community benefit outreach efforts are led by the WellStar Community Health Collaborative, comprised of both WellStar team members and community stakeholders. To help address priority health needs, the WellStar Community Health Collaborative has created a more sustainable, measureable and replicable framework for delivering community benefit services targeted to those in need and at risk – those who feel disqualified from benefiting from the preventive side of health.

Our goal is to ensure one equitable standard of care – the highest – for all those we serve by breaking barriers to care access and ultimately improving overall community health. Our efforts were enhanced this year by completion of the legacy hospitals’ Community Health Needs Assessment (CHNA) with a companion implementation strategy to address priority health needs gleaned from the CHNA research. This comprehensive review is required as part of the Affordable Care Act, but its benefits go well beyond compliance. The report reaffirms our mission and helps calibrate WellStar’s offerings with the most pressing health needs of the community. This lets us focus resources where the need is greatest.

Our efforts were enhanced this year by completion of a Community Health Needs Assessment (CHNA) survey of our legacy five-county service area. This comprehensive review is required as part of the Affordable Care Act, but its benefits go well beyond compliance. The report reaffirmed our mission and helped calibrate WellStar’s offerings with the most pressing needs of the community. This lets us focus resources where the need is greatest.

The 2016 priority health needs in the report (available at www.wellstar.org/chna) are:

- Underuse of primary care (aim is to reduce Emergency Department utilization for non-emergent conditions and increase care capacity in partnering community safety net clinics)
- Access to care, including underuse of primary care opportunities
- Cancer
- Cardiovascular disease
- Chronic Obstructive Pulmonary Disease (COPD) and asthma
- Type 2 diabetes
- Obesity

Armed with a trove of data, including interviews and survey findings, we’ve launched two new community benefit programs to target the most vulnerable and address priority health needs. The WellStar 4-1 Care Network seeks to broaden access to preventive, primary care for the underserved and uninsured...
by supporting physician and advanced practice professional volunteerism at community clinics to address the underuse of primary care. The goal is to extend WellStar’s high standard of care to the clinics to help increase their ability to serve more people in need and to reduce the need for… Currently, we partner with community safety net clinics in … The Live Well program promotes healthy lifestyles, wellness and early detection of chronic disease in vulnerable populations via education, health fairs and screenings to prevent cancer, cardiovascular disease, COPD/asthma, type 2 diabetes, and obesity.

**WellStar’s vision to provide world-class healthcare extends beyond the patients we treat to the community we serve.**

**Raising the Bar**

WellStar continues to raise the bar on community health. Patients with financial need receive the best in charitable care at WellStar-operated clinics at WellStar Kennestone Hospital and WellStar Cobb Hospital. Clinic patients are treated by volunteer WellStar physicians, and by residents in the new WellStar Kennestone Hospital medical residency program.

**Collaboration Increases Care Access**

WellStar partners with independent, community-run safety net clinics and Federally Qualified Health Centers to provide clinical services to the underserved and uninsured patients they serve. At the Good Samaritan Health Center of Cobb in Marietta, we provide lab testing and imaging services that are essential to the clinic’s diagnostic capacity. Said Good Samaritan CEO Cyrl Kitchens, “I can’t imagine another partner that’s such a strategic and integral part of our operation as WellStar.” The CarePlace in Douglasville is another beneficiary of WellStar. WellStar Medical Group at Douglasville Medical Center provides volunteer physicians. Access to the clinic has reduced Emergency Department visits in the area by more than 50 percent.

**Community Education & Outreach**

We believe prevention and early detection provide the best approach to maintaining health and avoiding disease. This is 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.

- **72,000** attendees at Community Health Events
- **13,000** individual screenings and flu shots
- **9,500** pieces of equipment
- **23,000** participants in accident prevention programs
- **182,000** people had access to health information
- **3,500** members in Good Life Club
- **63,000** students learned about important health topics through our 2,700 School Health Programs
- **70** partnerships in congregations

For class registration or physician referral, please call 770-956-STAR (7827).
It’s been an exciting year of innovation and achievement at WellStar. Our physicians and clinical teams have introduced new approaches and innovative techniques to improve patient lives and outcomes. The following are among clinical highlights of 2016.

WellStar Kennestone Hospital became one of the first hospitals in Georgia to offer a treatment option that substantially reduces the risk of stroke for patients with atrial fibrillation (AFib). The WATCHMAN device is designed to keep harmful blood clots that could cause a stroke from entering a patient’s bloodstream. Patients with non-valvular AFib are at high risk for stroke. But traditional treatment for the condition—blood thinners including warfarin—may not be tolerated by some patients.

The WATCHMAN device is implanted into the heart in a minimally invasive procedure. It plugs off the left atrial appendage, an unnecessary structure in the adult heart, which prevents clot formation. A year after the procedure, more than 99 percent of patients studied were able to discontinue their use of blood thinners.

The new WellStar Cancer Center at Kennestone Hospital opened following an extensive renovation. In addition to providing leading-edge radiation and surgery, the center gives patients access to integrative healing treatments for the body, mind and spirit. The 100,000-square-foot campus, which includes an outpatient infusion center, was redesigned with patient needs front and center.

The warm, nurturing environment contributes to healing and reduces stress. Unique features include kiosks where patients can chat live with specialists from the American Cancer Society. The state-of-the-art Manning Wellness Kitchen offers hands-on nutrition education. At the Rick Gray Family Chapel, patients and families seek spiritual connection. Patients are fitted for wigs and mastectomy prostheses at an onsite salon.

A new clinic offers focused help for patients with chronic diseases. The Comprehensive Care Clinic at WellStar Kennestone Hospital uses a multi-disciplinary approach to treat those with complex heart and lung conditions. The outpatient clinic is modeled in part after WellStar’s pioneering STAT Clinic, which brings comprehensive, patient-centered care to people living with lung cancer.

The team approach helps patients with heart failure, COPD, pulmonary hypertension and interstitial lung disease avoid frequent readmissions to the hospital. At the clinic they receive all necessary tests and see all appropriate physicians. The staff also includes nurse navigators, social workers, case managers, behavioral health practitioners and other specialists. The innovative care model permits the team to take the necessary time with patients with complex medical conditions. Data gathered will be used in clinical trials and to improve treatment and outcomes.
Again this year, WellStar Health System was recognized by local and national organizations for excellence in patient care, service, culture and workplace policies. We are humbled and gratified by the recognition. Among awards received in 2016:

- FORTUNE 100 Best Companies to Work For® (Third year) for exceptional workplace culture
- FORTUNE 100 Best Workplaces For Women®
- Working Mother 100 Best Companies List Top 10 (Sixth year) for commitment to progressive workplace programs including advancement of women, flexibility, child care and paid paternal leave
- Atlanta Magazine Top Doctors list (57 WellStar physicians)
- Metro Atlanta Chamber Health IT Award for use of electronic health records aimed at patient safety
- Dave Thomas Foundation for Adoption 100 Best Adoption-Friendly Workplaces
- WellStar President and CEO Candice Saunders named Healthcare Champion by The National Association for Female Executives and Most Influential Georgian by Georgia Trend magazine
- Top 10 Nonprofit Companies for Executive Women (Seventh year) by The National Association for Female Executives
- Becker’s Healthcare 150 Great Places to Work in Healthcare
- Becker’s 100 Great Community Hospitals
- WellStar West Georgia Medical Center was named in the Truven Top 100
- Companies That Care Honor Roll (Ninth year) for consistently practicing the characteristics of socially responsible employers
- WorkLife Seal of Distinction (Third year) at the World at Work Future of Work Forum
- WellStar Kennestone Hospital GME program received Cobb Chamber’s Health Hero Award
- 2016 Best Places to Work by Great Place to Work
- 50 Best Places for Diverse Women and Managers to Work by Diversity MBA Magazine
The WellStar Foundation would like to thank the individuals, corporations and organizations that contribute to WellStar's mission of delivering world-class care. As the largest healthcare system in Georgia, WellStar is helping our community get well, live well and stay well. To learn more about how you can make a difference, visit wellstar.org/give or call 770-956-GIVE (4483).
The WellStar West Georgia Health (WGH) Foundation was created in 2004 to allow the broader community to support important improvement projects at their local hospital. Since then, the Callaway Foundation Inc. of LaGrange has continued to play an integral role through grants for WGH Foundation campaigns. For the inaugural campaign to construct a new Emergency Department, the Callaway Foundation generously matched $2 million, and for the current campaign to renovate Enoch Callaway Cancer Clinic, the Foundation awarded a $5 million grant.

Healthcare has long been a top priority of The Callaway Foundation. The charitable organization funded significant projects at City-County Hospital, which opened in 1937, and its successor, West Georgia Medical Center. In April 2016, the hospital joined the WellStar family as WellStar West Georgia Medical Center.

The Callaway Foundation Inc. continues to support projects and organizations that benefit the people of LaGrange and Troup counties, including the West Georgia Health Foundation. Founder Fuller E. Callaway Jr., inherited textile mills from his father, Fuller Sr., as well as a humanitarian spirit. The Callaways recognized the challenges that faced their employees, and pioneered organizations to provide vital community resources, including healthcare.
Caring for those in need.

At WellStar, we are committed to caring for those in need throughout our community. For the past seven years, we have provided more than $200 million per year in unreimbursed care. This year, more than 10 percent of all healthcare provided by WellStar was for those without insurance.

As the graph below illustrates, WellStar incurred costs of more than $150 million to provide charity care to patients in Bartow, Cherokee, Cobb, Douglas and Paulding counties in fiscal year 2016. Patients are deemed eligible for charity care, with no obligation to pay, according to state regulations and WellStar policy.

We also provided an additional $71 million to care for those who, for various reasons, did not apply for charity care, but were unable to pay for services. Finally, our physicians and facilities made up a significant shortfall in reimbursements for patients on Medicaid ($49 million) and on Medicare ($149 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

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<td><strong>Combined Statement of Revenues &amp; Expenses</strong></td>
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<td><strong>Funds to be Invested in Programs and Services</strong></td>
<td>31,707</td>
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* Excluding the net operating costs of pre-acquisition activities.

WellStar invested $94 million in facilities, equipment and information systems technology in FY 2016.
In our five-year capital plan, we will re-invest $1 billion.
WellStar Foundation 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 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.

Abbott Laboratories
Anonymous, Multiple Donors
ApolloMD Business Services, LLC
Art Plumbing Company
Mr. George Avary*
Bank of America Merrill Lynch
Bank of North Georgia
Batchelor & Kimball, Inc.
BB&T
Brasfield & Gorrie General Contractors
Bristol-Myers Squibb
Pamey J. Brotherton Estate
Snookie and Bernie Brown
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Callaway Foundation, Inc.*
Raymond M. Cash Foundation
CDH Partners, Inc.
The Charter Foundation, Inc.*
Kay and Bill Chegwidden
Ms. Linda A. Clark
Cobb County Medical Society & Cobb County Medical Society Alliance
Cobb EMC Membership Service
Coca-Cola Refreshments, Inc.
Cork-Howard Construction Company
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