

A photograph of two young girls, one Black and one white, blowing bubbles in a grassy field at sunset. The girl on the left is wearing a striped shirt and jeans, and the girl on the right is wearing a white polka-dot dress. They are both smiling and looking at the bubbles. The background is a soft-focus green field with trees and a bright sun setting behind them, creating a warm, golden light.

REPORT TO  
OUR COMMUNITY

2018



Navicent  
Health

# About Us

Navicent Health was incorporated on Nov. 17, 1994, as a nonprofit corporation whose purpose is to coordinate The Medical Center, Navicent Health and other affiliated entities toward our mission: “Together, we elevate health and well-being through compassionate care.”

Today, Navicent Health has more than 1,000 licensed beds for medical, surgical, rehabilitation and hospice purposes, offers over 53 specialties in more than 30 locations and hosts over 100 medical residents and fellows. Included within the Navicent Health system is The Medical Center, Navicent Health, a 637-bed, American College of Surgeons nationally verified Level I Trauma Center and a three-time Magnet-designated hospital for nursing excellence worldwide.

Navicent Health provides a broad range of community-based outpatient diagnostic, primary care, extensive home health and hospice care, comprehensive cancer services, and rehabilitation services spanning the full continuum of care. Included within the system are:

- » Five acute care hospitals
- » A rehabilitation hospital
- » A new, state-of-the-art children’s hospital
- » Central Georgia’s only life plan community
- » An inpatient hospice facility, as well as in-home hospice care
- » Wellness and preventive services
- » Multiple urgent care centers
- » Numerous community-based partnerships that help Navicent Health deliver on its mission

Distinguished nationally for its excellence, Navicent Health is also one of the premier teaching hospitals in the United States and serves as the primary teaching hospital for the Mercer University School of Medicine. Navicent Health supports residency-training programs in family medicine, general surgery, internal medicine, obstetrics and gynecology, and pediatrics along with fellowships in surgical critical care, geriatrics, hospice and palliative medicine, and infectious disease. Navicent Health also partners with a number of central Georgia universities and colleges to offer advanced training for nursing students. As a teaching hospital, Navicent Health attracts the best and the brightest to the area.

## OUR VISION

Partners for life,  
care you trust.

## OUR MISSION

Together, we elevate health  
and well-being through  
compassionate care.

## OUR VALUES

Integrity, Respect,  
Ownership & Caring



“

We are working with our teammates at Atrium Health to integrate our two organizations, becoming one of the leading health systems not only in the Southeast but in the U.S.

”

## To Our Community:

This past year was truly a remarkable year in the history of Navicent Health and for the region we serve. As we present our *2018 Report to Our Community* and look back at the past year, I am amazed by all we accomplished in such a brief time period.

As you may know, in February 2018, Navicent Health and Atrium Health—a Charlotte, North Carolina-based health system and one of the leading system's in the nation—announced our intent to enter into a strategic combination. Our purpose was multifaceted, and we pursued this strategic combination for a number of reasons, all for the benefit of the residents of this region, including:

### **More Resources**

The combination of Navicent Health and Atrium Health will bring more resources to expand healthcare delivery in central and south Georgia.

### **Maintain Access to Quality Local Care**

The partnership of Navicent Health and Atrium Health means patients in central Georgia will get all of the medical care they need without traveling outside the region.

### **New Medical Advancements**

Navicent Health will benefit from Atrium Health's commitment to resources that has made it one of the nation's most advanced and innovative healthcare systems.

### **Local Control**

Navicent Health will continue to have a local board with a strong voice to guide local decisions.

### **Improved Growth Potential**

As a result of combining with Atrium Health, Navicent Health has the opportunity to solidify and grow its position as one of the leading medical centers in the southeast.

Following the announcement of our intent to combine, we entered into a time of due diligence. Then, in November 2018, we participated in a hearing with the Georgia Attorney General's office, held

here in Macon. This was a time for the members of our community to voice their opinions of our proposed combination. I'm pleased to say that our community turned out in overwhelming support, unanimously supporting our desire to combine with Atrium Health. The Attorney General said it was the longest hearing he had ever attended due to the number of people who came to voice their support. Not one person spoke against the proposed combination. Following the hearing, the Georgia Attorney General approved our proposed combination.

Once the Georgia Attorney General approved the combination, the final terms were presented to the boards of both organizations, and, in December, both boards unanimously approved our strategic combination, which became effective Jan. 1, 2019. As we move into the new year, we are working with our teammates at Atrium Health to integrate our two organizations, becoming one of the leading health systems not only in the Southeast, but in the U.S.

While this was one of the main focuses of 2018, we continued to make a number of achievements on a local, regional and national level. We constructed the region's only dedicated pediatric hospital. We continued our commitment to minimizing healthcare disparities and improving health equity. And we continued our commitment to providing the region with high-quality, compassionate care. We invite you to look back at the past year with us in the pages of this report, and we invite you to look forward to the coming year with hopeful expectation.

With kindest regards,

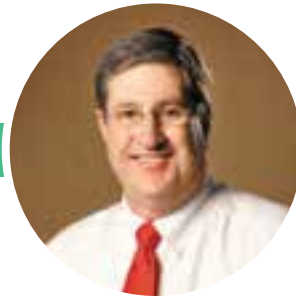
Dr. Ninfa M. Saunders, FACHE  
President & CEO  
Navicent Health



# Board of Directors



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**Dr. Ninfa M. Saunders, FACHE**  
President & CEO  
Navicent Health  
Member of the Executive Committee



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## Board of Directors



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System Chief of Staff and Chief Integration Officer  
Atrium Health  
Member of the Finance Committee



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Pediatric Physician  
Primary Pediatrics PC  
Member of the HR, Strategy, and Quality & Safety committees



**Bill Tillett**

CPA, Retired Partner  
Ernst & Young  
Chair of the Finance Committee  
Member of the Audit, Compensation and Strategy committees



**Wimberly Treadwell**

Landscape Architect  
W.T. Designs  
Chair of the Facilities Committee  
Member of the Corporate Compliance and Finance committees

# *Growth & Expansion*





# Atrium Health and Navicent Health Sign Strategic Combination Agreement

On Dec. 20, 2018, Atrium Health and Navicent Health announced that they had officially signed the definitive agreement for their strategic combination. The signing was the latest step after signing a letter of intent in February 2018 and completing due diligence, making negotiations, and receiving approval by the Georgia Attorney General's office. Both the Atrium Health Board of Commissioners and the Navicent Health Board of Directors subsequently voted unanimously to approve this strategic combination, which became effective Jan. 1, 2019.

As a result of this strategic combination, Navicent Health will be a hub for Atrium Health for central and south Georgia, enhancing Macon-Bibb County's position as one of Georgia's leading centers for healthcare. This combination will keep the physician community strong and enable patients to locally access advanced medical services. It will also allow Atrium Health to expand its world-class services and economic benefit to central and south Georgia and beyond.

"This important milestone demonstrates our continued commitment to creating a personalized care experience for each and every patient and community we serve," says Eugene A. Woods, President and CEO of Atrium Health. "By the joining of two well-respected healthcare organizations, we will have the privilege to provide even greater access and care for existing and new communities throughout central and south Georgia, while we continue to live our mission to improve health, elevate hope and advance healing—for all."

Atrium Health will invest capital and work with Navicent Health clinical experts to enhance the depth and breadth of services Navicent Health currently provides. This strategic combination will build upon Navicent Health's already extensive system of healthcare, including its nationally verified Level I Trauma Center, and will increase support for its medical professionals. By working together, Atrium Health and Navicent Health will implement innovative treatment models like virtual care and telepsychiatry throughout central and south Georgia, creating the next generation of health that is better for all they serve.

"The combination of Atrium Health and Navicent Health brings together two highly aligned healthcare systems with similar missions and culture and promises to deliver enhanced levels of care throughout the region with multiple service lines for the development of healthy communities," says Dr. Ninfa M. Saunders, President and CEO of Navicent Health.

**FOR MORE INFORMATION AND FREQUENTLY ASKED QUESTIONS,  
PLEASE VISIT [ATRIUMHEALTH.ORG/WELCOMENAVICENTHEALTH](http://ATRIUMHEALTH.ORG/WELCOMENAVICENTHEALTH).**



The signed agreement includes the following:

- » Navicent Health will be established as the central and south Georgia hub for the Atrium Health network, led by the Navicent Health President and CEO, directing Atrium Health initiatives in the region and enhancing the capabilities of the physician community to allow more patients to stay close to home for care.
- » Together, Atrium Health and Navicent Health will provide a capital investment, which includes \$400 million for routine expenditures and designated strategic expenditures to be funded from Navicent Health; \$250 million for additional strategic expenditures to be funded by Atrium Health; \$175 million for discretionary expenditures to be funded by Atrium Health; and \$175 million to be funded by Navicent Health.
- » Navicent Health, in combination with Atrium Health, will continue to invest in the central Georgia area to identify and address unmet needs of the underserved and uninsured communities.
- » Atrium Health will maintain and expand Navicent Health's core services, including its nationally verified Level I Trauma Center, tertiary services and teaching hospital.
- » Navicent Health will have two members nominated to the system-wide Atrium Health Board of Commissioners or Board of Advisors.
- » Navicent Health will continue to be guided by a local board, which will include two members from Atrium Health.

# Regional Impact





In 2018, the region watched as the new Beverly Knight Olson Children's Hospital, Navicent Health took shape at the corner of Pine and Spring streets. The newly expanded and renovated 160,000-square-foot Beverly Knight Olson Children's Hospital, Navicent Health extends the availability of services that are vital to the children of central and south Georgia, serving as a home away from home for families during their time of greatest need.

The impact of the care provided within the walls of Beverly Knight Olson Children's Hospital, Navicent Health extends beyond emergency intervention. Programs are in place to ensure that children have access to the latest medical advances, and families turn to Navicent Health for their children's preventive and primary care services. The hospital also serves as a regional referral center, offering support to children and families close to home. By consolidating all aspects of children's health services to the new hospital, families can look to one place to have their children's healthcare needs met. Beverly Knight Olson Children's Hospital, Navicent Health provides a number of world-class services, including those listed below. Furthermore, as Navicent Health enters its strategic combination with Atrium Health, the two systems have placed an emphasis on synergizing the care provided at Beverly Knight Olson Children's Hospital and Levine Children's Hospital in order to enhance programs for patients.

### CHILD-FRIENDLY EMERGENCY CARE

Central and south Georgia's only dedicated emergency center for children is at Beverly Knight Olson Children's Hospital, Navicent Health. From within seven exam rooms (including a trauma bay) and 10 observation rooms, those younger than age 18 are cared for by board-certified pediatric specialists and treated in a friendly environment created just for children. Child Life Specialists keep children engaged and calm their fears, and all care providers are trained in pediatrics. Dedicated pediatric ambulances provide care on scene and en route from counties throughout central and south Georgia, ensuring each child receives world-class pediatric emergency care in his or her time of need.

### EXPANDED NEONATAL INTENSIVE CARE

Since 1989, Navicent Health has provided the region's most fragile infants with neonatal intensive care. The new Beverly Knight Olson Children's Hospital, Navicent Health includes a two-floor Neonatal Intensive Care Unit, expanded from 17,000 square feet to 50,000 square feet of care space. The larger unit allows Navicent Health to provide care for even more infants and also provides a larger family-friendly space for families who may spend long lengths of time on the unit.

### IMAGING SERVICES JUST FOR KIDS

Beverly Knight Olson Children's Hospital, Navicent Health boasts a dedicated Pediatric Imaging Center designed specifically with kids in mind. The imaging center provides CT, MRI, ultrasound and X-ray services for inpatients and outpatients, and special child-friendly décor eases children's fears.

### COOL CARS

A fleet of pediatric transport cars allows children to "drive" to their procedures at Beverly Knight Olson Children's Hospital, Navicent Health. Children can steer, shift gears, control the radio and turn on the lights in a car equipped with a special feature that enables staff members to control the direction and speed of the car through a hand-held remote. The cars, which were introduced to the children's hospital by Navicent Health's Digital Innovation Group, operate on 12-volt batteries and can accommodate up to 100 pounds. They provide a fun distraction for children at a time that can often be stressful. With the help of a generous, anonymous donor, Beverly Knight Olson Children's Hospital, Navicent Health purchased seven pediatric transport cars, including a Toyota Tundra, a Hummer and many others.

### COMMUNITY SUPPORT

The new Beverly Knight Olson Children's Hospital, Navicent Health is made possible through philanthropic support.

"Children's Hospital, Navicent Health has always relied on philanthropic support, and we are grateful to our donors for their commitment to Georgia's most fragile children," says Beverly Knight Olson, long-time patron and donor. "Each gift made to the Beverly Knight Olson Children's Hospital campaign will be an investment not only in the children of today, but for the generations to come. Whether it is for a premature infant born at less than one pound or a teenager recovering from an automobile accident, donors make a significant difference in the lives of our precious children."

**FOR MORE INFORMATION ABOUT BEVERLY KNIGHT OLSON CHILDREN'S HOSPITAL, NAVICENT HEALTH, PLEASE VISIT [WWW.CHILDRENSHOSPITALNH.ORG](http://WWW.CHILDRENSHOSPITALNH.ORG).**

#### FIRST FLOOR

- » Spacious lobby
- » Pediatric Emergency Center
- » Pediatric Imaging Center
- » Rosie's Market Café
- » Amos Chapel
- » Gift shop

#### SECOND FLOOR

- » Oscar Spivey, MD, General Pediatrics Unit
- » Family lounge
- » Children's play room

#### THIRD FLOOR

- » Family Resource Center
- » Pediatric Surgery Center
- » Preoperative and postoperative rooms
- » Outpatient procedural area
- » Infusion Center
- » Macon Civic Club Patient and Sibling Play Area

#### FOURTH AND FIFTH FLOORS

- » Pediatric Critical Care Unit
- » Peyton Anderson Neonatal Intensive Care Unit
- » Family-centered amenities
- » Patient and sibling play rooms

# *Equitable Care*



The American Hospital Association (AHA) recognized Navicent Health with its prestigious 2018 AHA Equity of Care Award in July 2018. The award recognizes hospitals and health systems for their efforts to reduce healthcare disparities and advance diversity and inclusion to support the goals of the National Call to Action to Eliminate Health Disparities, of which the AHA is a founder.

The AHA Equity of Care Award is presented annually and was created to recognize outstanding efforts among hospitals and healthcare systems to advance equity of care to all patients, and to spread lessons learned and progress toward achieving health equity. Applicants from across the country showcased measurable improvement in the performance of equity, diversity and inclusion within the hospital, health system or community and provided clear models for the field.

Since committing to AHA's Equity 123 pledge in 2015, Navicent Health has taken measurable steps to improve diversity, inclusion and health equity and has demonstrated comprehensive gains in addressing the health disparities in the community it serves. During fiscal year 2014–2015, Navicent Health made a commitment to document health outcomes by evaluating race, ethnicity and language (REaL) preference data collected at the time of admission in patients with certain conditions.

As a result, programs were created to help influence social determinants of health and improve condition-specific access to clinics for diabetes, heart failure and chronic obstructive pulmonary disease (COPD). Since then, Navicent Health has resolved readmission health disparities among African American patients with COPD, heart failure and diabetes, as well as health disparities among females with diabetes. In addition, it is improving the overall readmission disparity among African Americans.

"We are thrilled at all that our Healthy Communities program has accomplished in such a brief time frame," says Dr. Ninfa M. Saunders, FACHE, President and CEO of Navicent Health. "We are taking measurable steps to improve the health of individuals, minimizing disparities and ensuring equity for all. Recognition from AHA is a

testament to the work taking place at Navicent Health each day. We are grateful to provide compassionate care for all who call central and south Georgia home."

Navicent Health's dedication to health equity also resulted in the development of a cultural competency and engagement program in 2017, which supported patients, employees, associates, physicians, vendors and other partners. In addition, the Navicent Health Board follows a competency-based performance guide in recruitment, selection and re-appointment of board members. Each year, Navicent Health uses an assessment to identify gaps and opportunities in talent and diversity on the board. Since implementing this tool, diverse board membership and board committee leadership increased to 35.3% and 41.6%, respectively, in 2018.

Navicent Health is also committed to conducting a Community Health Needs Assessment, which identifies health disparities in its service area, every three years. One of the focus areas from the 2015 survey was access to care due to the limited number of physicians working with Medicare, Medicaid and vulnerable populations. Navicent Health addressed this challenge by giving initial funding to assist Macon-Bibb County's Federally Qualified Health Center in expanding into new areas of Bibb County, augmenting gaps in services to other clinics and developing new access points through community partnerships with government, civic, recreational and educational establishments, and religious organizations.

AHA also recognized Atrium Health, Charlotte, North Carolina; Rush University Medical Center, Chicago; Regional Health, Rapid City, South Dakota; and Cone Health, Greensboro, North Carolina, as award honorees.

"Every day, hospitals and health systems strive to be leaders, innovators and connectors in their communities, within their leadership and staff, and across the field," says AHA President and CEO Rick Pollack. "This year's Equity of Care winner and honorees are pushing the field forward in diversity, inclusion and health equity. They have demonstrated that hospitals and health systems are committed to understanding the social determinants of health within their communities and are on the front lines of bridging the gaps of equity within the field."



# *Rural Care*



Committed to ensuring that those who reside in rural areas of central and south Georgia have equitable access to health and wellness services, Navicent Health took measurable steps in 2018 to elevate health and well-being for those in rural communities.

### WHEN EVERY SECOND COUNTS

In August 2018, Navicent Health and Air Evac Lifeteam announced they would join in a Preferred Provider Agreement. Both organizations are firmly committed to patient-centered care. By joining together in a Preferred Provider Agreement, Navicent Health and Air Evac Lifeteam will work collaboratively to serve patients in their greatest time of need, specifically ensuring that patients facing life-threatening situations—including trauma, cardiovascular issues and stroke—receive air transportation to access optimum care quickly and efficiently. Both organizations look forward to working together and building strong relationships with other healthcare providers to improve access to high-quality care, particularly in underserved areas.

### EMS: MORE THAN A HIGH-PERFORMING AMBULANCE SERVICE

Navicent Health EMS answers over 58,000 calls and transports more than 28,000 patients from Baldwin, Bibb, Jones and Twiggs counties each year. Our EMS teams are also deeply involved in the communities they serve. During fiscal year 2018, Navicent Health EMS conducted training courses for first responders in Baldwin, Jones, Treutlen and Twiggs counties; Stop The Bleed training for educators in Bibb, Jones, Treutlen and Twiggs counties; CPR training throughout central Georgia; and approximately 20 DUI prevention programs for schools throughout the region. Our EMS teammates also serve on educational advisory boards for Central Georgia Technical College, and Navicent Health EMS served as the pilot agency for a Mercer University School of Medicine telehealth program for Twiggs County. Navicent Health EMS also provides emergency standby services for public events, including President Donald Trump's recent visit to central Georgia. For this event, which was attended by an estimated 35,000 people, Navicent Health EMS coordinated care logistics and normal EMS operation, treating over 200 attendees and transporting 20 to The Medical Center, Navicent Health.

### TELEMEDICINE FOR RURAL PATIENTS WITH DIABETES

In February 2018, organizations including CoBank, EveryoneOn, Navicent Health and Robin Health launched the ConnectWell pilot program in Macon. The program provided 100 patients with diabetes in rural southwest Georgia an internet-ready tablet to enable them to manage and monitor their diabetes from home through an app and provide them with a direct connection to physicians at Family Health Center, Navicent Health, a member of Navicent Health Physician Group, in Macon. The ConnectWell pilot program will help lower patient blood sugar levels, minimize hospital and emergency room readmissions, enhance the ability of patients to manage their own healthcare, and, by extension, drive down costs for both hospitals and patients. As Navicent Health enters its strategic combination with Atrium Health, the two systems have placed an emphasis on telehealth and enhancing services for residents of central and south Georgia.

### MOBILE APP REDUCES HOSPITAL READMISSIONS FOR PATIENTS WITH COPD

In 2018, Navicent Health and SynsorMed launched an innovative digital solution that not only allows chronic obstructive pulmonary disease (COPD) patients to take charge of their care but also allows care coordinators to connect with patients and intervene before emergency room visits and hospital admissions become necessary. The SynsorMed app sends participating COPD patients a daily alert to remind them to complete their daily survey. The survey prompts responses to questions including:

1. Were you active today?
2. Did you feel like smoking today?
3. Is there tightness in your chest today?
4. Were you wheezing today?
5. Did you use your daily inhaler?

SynsorMed automatically notifies the patient's Navicent Health care coordinator of any red flags, and the care coordinator will reach out to the patient to address any issues before an emergency room visit or hospital readmission becomes necessary. In addition to the daily survey, the app also provides daily medication alerts and an educational component. Patients are able to contact their care coordinators directly through the app if they have a concern that needs to be addressed.



## THE MEDICAL CENTER, NAVICENT HEALTH NAMED GEORGIA'S LARGE HOSPITAL OF THE YEAR

The Georgia Alliance of Community Hospitals recognized The Medical Center, Navicent Health as its Large Hospital of the Year in October 2017. The Medical Center, Navicent Health was honored for its proactive approach to addressing disparities in outcomes for patients with issues such as cardiovascular disease and chronic obstructive pulmonary disease, as well as its innovative MedLaw Program, which assists patients and their families with nonmedical legal issues that create barriers to health.

## HEALTH SYSTEM ACHIEVES ISO CERTIFICATION

Three Navicent Health hospitals and a number of outpatient facilities achieved the International Organization for Standardization (ISO) 9001:2015 certification from Det Norske Veritas/Germanischer Lloyd (DNV GL) in 2018. ISO 9001:2015 is a set of quality management standards that enable organizations like Navicent Health to meet and exceed customer expectations through continuous process improvement. ISO certification is recognized as the gold standard for organizations across multiple industries worldwide, including healthcare.

## BALDWIN AND MONROE HOSPITALS ACCREDITED

Both Navicent Health Baldwin and Monroe County Hospital, Navicent Health Partner achieved accreditation from DNV GL, an international partner for safer healthcare, providing hospital accreditation and clinical excellence certification.

## VOLUNTEER PROGRAM AMONG 19 NATIONALLY RECOGNIZED

Navicent Health's volunteer-led art therapy program for cancer patients was among 19 hospital volunteer programs recognized nationally by the American Hospital Association for positively impacting the lives of patients and communities through volunteer service.

## NAVICENT HEALTH AMONG 2018'S "MOST WIRED" HEALTH SYSTEMS

The College of Healthcare Information Management Executives (CHIME) named 254 organizations—including Navicent Health—2018 CHIME HealthCare's Most Wired recipients. The honor recognizes hospitals and health systems at the forefront of using healthcare IT to improve the delivery of care.

## HOSPICE HONORED FOR EXCELLENT PATIENT, CAREGIVER SATISFACTION

HEALTHCAREfirst recognized Pine Pointe, Navicent Health as a 2018 Hospice Honors recipient for providing the best patient and caregiver experience. Pine Pointe, Navicent Health scored above the national performance score on 20 of 24 evaluated questions.

## HOME HEALTH HONORED FOR EXCELLENCE IN HOME CARE

SHP recognized Navicent Home Health as a Premier Performer in home healthcare delivery and an SHP Best Home Health Patient Satisfaction Award winner, ranking Navicent Home Health in the top 5% of SHP's national HHCAHPS survey benchmark for overall satisfaction as measured from the patient's point of view.

## CARLYLE PLACE, NAVICENT HEALTH RANKED AS NATIONAL CHOICE COMMUNITY

Holleran named Carlyle Place, Navicent Health a 2018 Choice Community Award winner. The results are based on Holleran's annual resident satisfaction survey, and Carlyle Place exceeded national benchmarks for resident engagement and satisfaction.

## NAVICENT HEALTH HOSPITALS AMONG TOP 100 IN NATION

The Medical Center, Navicent Health was nationally recognized as a 2019 Top 100 Hospital for Patient Safety and number one in its market by CareChex®—an information service of Quantros—in the following categories: Cardiac Care, Heart Failure Treatment, Neurological Care, Pulmonary Care, Stroke Care and Trauma Care. The Medical Center, Navicent Health ranks in the top 10% of hospitals nationwide for Overall Medical Care and Pneumonia Care. In addition, Navicent Health Baldwin was recognized for Cardiac Care and Heart Failure Treatment, ranking in the top 10% of hospitals at the national, regional and state levels.

## EXCEEDING NATIONAL GUIDELINES FOR STROKE, AFIB CARE

The Medical Center, Navicent Health received its eighth consecutive Get With The Guidelines® – Stroke Gold Plus Quality Achievement Award, an annual award presented by the American Heart Association/American Stroke Association (AHA) for excellence in stroke care, and was also named to AHA's Target: Stroke<sup>SM</sup> Honor Roll Elite Plus for the second consecutive year. The awards recognize the hospital's commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence. The Medical Center, Navicent Health also received the Get With The Guidelines – AFIB Bronze Quality Achievement Award for implementing specific quality improvement measures for the management of patients with atrial fibrillation.

## NAVICENT HEALTH BALDWIN CLINICAL LABORATORY ACHIEVES ACCREDITATION

The Clinical Laboratory at Navicent Health Baldwin achieved accreditation from the College of American Pathologists (CAP). Accreditation was based on results of an on-site inspection as part of CAP's Accreditation Programs. Navicent Health Baldwin becomes one of more than 7,700 CAP-accredited facilities worldwide.



## BREAST CENTER REDESIGNATED A CERTIFIED QUALITY BREAST CENTER OF EXCELLENCE

Breast Care Center, Navicent Health was redesignated a Certified Quality Breast Center of Excellence—the highest level attainable—by the National Consortium of Breast Centers Inc. for exceeding standards on all six measures, including time between screening mammography and diagnostic mammography, mammography call back rate, surgical timeliness of care, time between diagnostic mammography and needle/core biopsy, needle/core biopsy rate and pathology timeliness of care.

## NAVICENT HEALTH BALDWIN AND MEDICAL CENTER OF PEACH COUNTY IMPROVE QUALITY, SAFETY

The Georgia Hospital Association announced that Medical Center of Peach County, Navicent Health in Byron, Georgia, and Navicent Health Baldwin in Milledgeville, Georgia, achieved its Health Research and Education Trust Hospital Improvement and Innovation Network Honor Role for quality and safety improvements.

## NAVICENT HEALTH HOSPITAL ACHIEVES STORMREADY CERTIFICATION FROM NATIONAL WEATHER SERVICE

The Medical Center, Navicent Health achieved StormReady certification from the National Weather Service (NWS), becoming one of only three commercial sites in the state to achieve this certification. According to NWS, StormReady organizations and communities are better prepared to save lives from the onslaught of severe weather through advanced planning, education and awareness.

## BOARD CHAIR STARR H. PURDUE RECOGNIZED FOR LEADERSHIP

Navicent Health's Chair of the Board, Starr H. Purdue, was recognized nationally and regionally for her leadership of the health system. She was recognized with one of the Georgia Hospital Association's highest honors, the Distinguished Service Award. NonProfit PRO, an industry-leading resource for nonprofit professional and thought leaders, selected Purdue as its 2018 Board Member of the Year. Committed to community service, Purdue has served on Navicent Health's Board of Directors for 15 years, and as Chair of the Board since 2009.

## STATE RECOGNIZES TWO NAVICENT HEALTH NURSES FOR HEROIC EFFORTS

The Medical Center, Navicent Health's Sheryl Adams, RN, Clinical Nurse Lead for the hospital's renal care unit, and Healthy Communities, Navicent Health Care Coordinator Dale Saylor, RN, were awarded prestigious Georgia Hospital Heroes Award in recognition of their dedication to patients and going above and beyond their normal job duties to care for patients.

## NAVICENT HEALTH CIO AWARDED FOR TRANSFORMATIONAL LEADERSHIP

Omer Awan, Senior Vice President and Chief Information and Digital Officer for Navicent Health, earned the College of Healthcare Information Management Executives (CHIME) Transformational Leadership Award. The award is given annually by CHIME in conjunction with the American Hospital Association in honor of a CEO and CIO whose organization developed and deployed transformational IT that improved the delivery of care and streamlined administrative services.

## DIRECTOR ELECTED TO NATIONAL BOARD FOR HEALTHCARE ENGINEERING

Mark Singletary, Director of Operations for Facilities Management, was elected to the American Society for Healthcare Engineering Board of Directors, representing Region 4, which includes hospitals and health systems in Georgia, Alabama, Mississippi and Florida. Singletary is a healthcare engineer with 32 years of experience.

## CEO DR. NINFA M. SAUNDERS RECOGNIZED AS NATIONAL THOUGHT LEADER

For the second consecutive year, Dr. Ninfa M. Saunders, FACHE, President and CEO of Navicent Health, was included on *CEO Connection's* Top 25 Most Influential Women of the Mid-Market listing. For the fifth consecutive year, she was named to *Becker's Hospital Review's* annual list of "130 Women Hospital and Health System Leaders to Know." Nationally renowned for her strategic initiatives to improve access to healthcare and affect change within the industry, Dr. Saunders has over 45 years of hospital administrative and clinical experience.

## MACON PHYSICIAN SELECTED FOR GEORGIA TREND'S '40 UNDER 40'

Patrice Walker, MD, OB-GYN and Deputy Chief Medical Officer for The Medical Center, Navicent Health, was selected for *Georgia Trend's* 2018 "40 Under 40" listing. Dr. Walker, age 38, is not only recognized for her commitment to patient care, but also for training the next generation of physicians with a commitment to diversity and inclusion.

## JOHN WOOD, MD, NAMED EMERGENCY MEDICINE MEDICAL DIRECTOR OF THE YEAR

John Wood, MD, Medical Director of the Emergency Center at The Medical Center, Navicent Health, was named Medical Director of the Year during the 2018 ApolloMD Leadership Conference held in Atlanta. Dr. Wood has served as Medical Director for the Emergency Center at The Medical Center, Navicent Health for two years. The hospital's emergency center saw 64,208 patient visits in fiscal year 2017.

# *Technology*



## NAVIGENT HEALTH ADOPTS ICAD'S BREAST CANCER DETECTION AND THERAPY SOLUTIONS

Peyton Anderson Cancer Center, Navigent Health incorporated iCAD Inc.'s innovative cancer detection and therapy solutions, including its complete suite of leading-edge breast health innovations such as PowerLook® Tomo Detection, a radiology workflow solution built on artificial intelligence, and the Xoft® Axxent® Electronic Brachytherapy (eBx®) System® for the treatment of early-stage breast cancer using intraoperative radiation therapy (IORT). Navigent Health became the first health system in the country to offer iCAD's most advanced solutions for both the detection and treatment of breast cancer and the first in the state to offer IORT with the Xoft System.

## NAVIGENT HEALTH OFFERS NEW WATCHMAN DEVICE FOR PATIENTS WITH AFIB

Navigent Health began offering a new treatment for patients affected by atrial fibrillation (AFib). Called WATCHMAN, the small device is designed to seal off the left atrium appendage to reduce the risk of stroke in people with nonvalvular AFib. Felix Sogade, MD, successfully placed the first WATCHMAN implant at The Medical Center, Navigent Health on April 26, 2018.

## THE MEDICAL CENTER, NAVIGENT HEALTH FIRST HOSPITAL IN GEORGIA TO USE NEW CARDIAC MAPPING SYSTEM

The Medical Center, Navigent Health became the first hospital in the state to use the RHYTHMIA HDx™ Mapping System to create high-definition cardiac maps that can assist physicians in identifying arrhythmias with greater efficiency and improve clarity during ablation procedures. Unlike conventional cardiac mapping systems, the RHYTHMIA HDx Mapping System offers the highest level of mapping efficiency by rapidly and automatically acquiring high volumes of data with improved electrogram resolution to generate 3D maps of any chamber of the heart. The resulting maps are then used to help diagnose, locate and treat the source of rhythm abnormality. The system also improves the accuracy of the maps generated by using an intelligent annotation algorithm and a variety of therapeutic and diagnostic catheters that enable detailed and high-definition mapping and targeted ablation therapy.

## MONROE COUNTY HOSPITAL ACQUIRES NEW ULTRASOUND TECHNOLOGY TO BE USED AT BEDSIDE

Monroe County Hospital added new ultrasound technology to its diagnostic arsenal. The innovative LOGIQ™ S8 premium ultrasound system from GE Healthcare is a small, lightweight device capable of providing physicians and clinicians with highly detailed images in order to make informed diagnoses and treatment decisions. This advanced ultrasound system produces high-quality images and may reduce the need for additional diagnostic testing. Because the LOGIQ S8 is both compact and portable, it can be rolled into a small exam room or provide imaging at a patient's bedside when needed.

## INFUSION PUMP CONNECTS TO PATIENT'S ELECTRONIC MEDICAL RECORD

Navigent Health implemented technology that will support patient safety and clinical efficiency. The BD Alaris™ System enables bidirectional connectivity between an infusion pump and an electronic medical record (EMR) system. EMR interoperability brings IV infusions into a hospital's barcode medication administration workflow with an additional scan, protecting patients with an added level of medication safety.

## BALDWIN PATIENTS IN NEED OF CT SCAN HAVE NEW HIGH-QUALITY, LOW-DOSE OPTION

Navigent Health Baldwin further solidified its commitment to images of high diagnostic quality at an optimized dose to the patient with the addition of GE Healthcare's leading CT-imaging technology. The Revolution EVO scans quickly in one pass with high diagnostic image quality and images reconstructed in real time. The patient can be scanned in seconds, which is critical in emergency situations. The high-power capability and thin slices of the scanner also provide the clarity needed for detecting small lesions.

## NAVIGENT HEALTH ANNOUNCES COLLABORATION WITH GEORGIA TECH

Navigent Health's Center for Disruption & Innovation announced a new collaboration with Georgia Tech's Advanced Technology Development Center and its Health Technology Program. The effort will improve the health and lives of patients in central and south Georgia through the development of new technologies, treatments and care created by healthcare technology-oriented companies based in the state.



# *A Strong Foundation*



## 2018 Milestones

In 2018, a number of projects funded through philanthropic giving to Navicent Health Foundation celebrated milestones.

In May, Navicent Health celebrated the 10th anniversary of its Albert Luce, Jr., Heart Institute at The Medical Center, Navicent Health. Physicians, clinicians, caregivers, former patients and philanthropic donors who made the hospital's dream of constructing a dedicated heart center a reality gathered to celebrate the Institute's impact on healthcare and the many lives it has touched. Recognized by prestigious national institutions including *U.S. News & World Report*, *Becker's Hospital Review* and the Society of Cardiothoracic Surgeons, the Institute is well known for its high-quality cardiac care.

In October, the Medical Center of Peach County, Navicent Health celebrated its fifth anniversary. On July 16, 2013, patients began receiving care at Medical Center of Peach County, Navicent Health, the modern 25-bed hospital located at 1960 Highway 247 Connector in Byron. The new hospital was created in partnership between Peach Regional Medical Center and Navicent Health.

In 2018, Navicent Health Foundation completed the largest capital campaign in the health system's history, raising \$41 million, or half the cost of the project, to make the dream of constructing a children's hospital come true. Navicent Health is grateful for the generosity of its philanthropic supporters.

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## Teammates Support Ronald McDonald Expansion

The expansion of Beverly Knight Olson Children's Hospital, Navicent Health will impact community partners, like Ronald McDonald House Charities, as more families come to Macon for pediatric care. Navicent Health Foundation helped raise the necessary funds to open Macon's Ronald McDonald House in 2002, and, together, both organizations have grown to meet the changing needs of the region.

The two organizations remain committed to their partnership and believe that keeping families together during times of extended pediatric medical care aids in the healing process. When Ronald McDonald House launched a campaign to build a second home on its Macon campus, Navicent Health teammates took the opportunity to support the campaign. Through Healthcare Employees Achieving Tomorrow (HEAT), Navicent Health's employee giving campaign, teammates committed \$500,000 in support of the construction project that will aid families who have traveled from outside of Bibb County for treatment at Beverly Knight Olson Children's Hospital. The commitment will be paid over a five-year period.

IN 2018, THE NAVICENT HEALTH FOUNDATION INVESTED

**\$15,675,088.25**

INTO PROGRAMS AND COMMUNITY PARTNERSHIPS THAT SHARE OUR MISSION OF ELEVATING  
HEALTH AND WELL-BEING THROUGH COMPASSIONATE CARE.



# Financials

## BILLED 2018

Inpatient services	\$1,742,509,340
Outpatient ancillary service	\$1,333,788,659
Revenue from other nonpatient business activities	\$58,437,888
<b>Total gross revenue</b>	<b>\$3,134,735,887</b>

### However

Medicare and Medicaid did not reimburse	\$1,599,022,583
Commercial insurance discounts	\$407,414,443
Charity care provided and bad debt	\$296,080,536
<b>Total we were not paid</b>	<b>\$2,302,517,562</b>

### Therefore

<b>Net operating revenue</b>	<b>\$832,218,325</b>
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Operating Expenses	
Salaries and employee benefits	\$481,635,733
Supplies and services	\$420,009,038
Depreciation	\$39,495,229
Total	\$941,140,000
<b>*Net Operating Margin</b>	<b>\$-108,921,675</b>

## FINANCIALLY, HOW WE SERVE OUR COMMUNITY

### Direct Patient Care

Uncompensated cost of Medicaid	\$33,620,890
Charity uncompensated costs	\$61,201,122
Bad debt costs	\$27,182,808
<b>Total</b>	<b>\$122,004,820</b>

### Community Education and Partnerships

Annual patrons at the Peyton Anderson Health Education Center	1,381
Cash contributions to charitable organizations	\$129,361
Cash grants from Navicent Health Foundation	\$1,689,632

### Projects

Capital Expenditures	\$112,011,000
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## CHARGES BY PAYER FOR MCNH

Medicare	47%
Medicaid	17%
Self-Pay/Indigent	8%
Private Insurance	28%

## ADMISSIONS BY COUNTY FOR MCNH

Bibb	41%
Crawford	3%
Houston	10%
Jones	3%
Monroe	4%
Peach	4%
Twiggs	2%
All other GA	32%
Out of State	1%

# By the Numbers

## MEDICAL CENTER, NAVICENT HEALTH

Outpatient visits	387,178
Patient days	181,615
Inpatient admissions	30,084
Acute-care inpatient beds	637
Urgent Care visits	67,758
Emergency Center visits	64,547
Transports from other hospitals	4,033
Emergency Center visits per day	177
Outpatient surgery cases	16,808
Inpatient surgery visits	10,232
Births	2,502
Neonatal Intensive Care Unit admissions	748
Employees	4,360
Medical staff members	777
Volunteers	159
Medical residents and fellows	109

## MEDICAL CENTER OF PEACH COUNTY, NAVICENT HEALTH

Outpatient visits	44,995
Patient days	6,887
Inpatient admissions	977
Acute-care inpatient beds	25
Emergency department visits	23,099
Emergency department visits per day	63
Outpatient surgery cases	698
Inpatient surgery cases	12
Births	0
Employees	192
Medical staff members	127
Volunteers	30

## NAVICENT HEALTH BALDWIN

Outpatient visits	100,777
Patient days	14,298
Inpatient admissions	2,878
Acute-care inpatient beds	140
Emergency department visits	29,627
Emergency department visits per day	81
Outpatient surgery cases	3,512
Inpatient surgery cases	689
Births	511
Employees	465
Medical staff members	145
Volunteers	100

## REHABILITATION HOSPITAL, NAVICENT HEALTH

Admissions	887
Patient days	14,192
Average length of stay (days)	15
Patients discharged to their home or assisted living (%)	74
Adult outpatient visits	18,173
Patients categorized as medically complex (%)	73
Therapists on staff	45



## PEDIATRIC SERVICES

Pediatric Emergency Center visits	10,866
Pediatric Intensive Care Unit admissions	1,097
General Pediatrics Unit admissions	2,131
Pediatric surgical procedures	3,187
Children's Hospital Outpatient Services visits	2,407
Children's Health outpatient clinic visits	10,592
Children's hematology/oncology visits	2,564
Autism & Developmental Center visits	18,508

## HOME HEALTH CARE AND HOSPICE

Home Health visits	63,952
Hospice days of care	19,274
Pine Pointe Hospice days of care	3,156
Volunteers	40

## NURSING

Nurses	2,194
Nurses contributing to community activities	351

## COMMUNITY HEALTH

Attendees at Speaker's Bureau presentations	7,998
Speaker's Bureau presentations	100
Attendees at health classes	5,422
Participants in health screenings	3,001
Participants in prenatal classes	495



# 2018 Sponsorships

11th Hour  
100 Black Men of Macon-Middle Georgia  
Alzheimer's Association  
American Academy of Pediatrics  
American Cancer Society  
American Heart Association  
American Hospital Association Health Forum  
American Red Cross  
Anchor of Hope Foundation  
Baldwin County Board of Education  
Better Business Bureau  
Bibb County CTAE  
Bibb County School District  
Bike Walk Macon  
Boys & Girls Clubs of Central Georgia  
Central Georgia Autism  
Central Georgia Council, Boy Scouts of America  
Central Georgia Technical College  
Cherry Blossom Festival  
Chip'n Away @ Heart Disease  
Crisis Line & Safe House of Central Georgia  
Cystic Fibrosis Foundation  
Exchange Club of Macon  
Forsyth-Monroe County Chamber of Commerce  
Georgia Arrhythmia Foundation  
Georgia Association of Healthcare Executives  
Georgia Chamber of Commerce

Georgia Sports Alliance  
Georgia Sports Hall of Fame  
Georgia Women of Achievement  
Greater Macon Chamber of Commerce  
Hay House  
Historic Macon Foundation  
Holy Cross Greek Orthodox Church  
InTown Macon Neighborhood Association  
Iron Men's Health Fair  
Jazz Association of Macon  
Joshua's Wish  
Junior League of Macon  
Macon Arts Alliance  
Macon Civic Club  
Macon Film Festival  
Macon Pops  
Macon Tracks Running Club  
Master Gardeners of Central Georgia  
Mercer University  
Miss Macon Scholarship Association  
Monroe County Schools  
Mount de Sales Academy  
Museum of Arts and Sciences  
Museum of Aviation  
New Step Recovery  
NewTown Macon  
Ocmulgee Mounds National Historic Park

Otis Redding Foundation  
Phi Beta Sigma Fraternity  
Que Pasa  
Rainbow House Children's Resource Center  
Rescue Mission of Middle Georgia  
Robins Regional Chamber  
Rock Springs Clinic  
Ronald McDonald House Charities  
Rotary Club of Downtown Macon  
SEGAMI  
Sincerity Lodge  
Smart Inc.  
Songs for Kids Foundation  
St. Paul Apartments  
TBL Inc  
The Arc Macon  
The Links, Incorporated  
The Mentor's Project of Bibb County  
The Telegraph – Education Together  
Torchlight Academy  
Tubman Museum  
United in Pink  
United Way  
Unity-N-Community  
University of Georgia, Terry College of Business

## Looking Ahead

### STRATEGIC COLLABORATION FINALIZED, SYSTEMS BEGIN INTEGRATION

Navicent Health's and Atrium Health's strategic combination became effective Jan. 1, 2019. The combined systems celebrate their new partnership and the many benefits it will offer to communities throughout the region. They will focus on integration and coordination throughout 2019.



### NAVICENT HEALTH FOUNDATION TO BEGIN FUNDRAISING FOR NEW ICU

Plans are underway to construct a new intensive care unit at The Medical Center, Navicent Health. The new unit will allow the nationally verified Level I Trauma Center and nationally recognized heart care center to continue to meet regional demand.

### MED-1 LEADS TO RMS UNIT

In November 2018, Navicent Health partnered with Atrium Health to bring their Carolinas MED-1 mobile hospital unit to Macon. The one-of-a-kind unit provided the Emergency Center at The Medical Center, Navicent Health additional support to help with high Emergency Center volume and to proactively address anticipated additional volume during the winter months. Emergency Center leaders took lessons learned from MED-1 and will implement a rapid medical screen area within the hospital's existing Emergency Room to expedite treatment and improve patient wait times.



### NAVICENT HEALTH BALDWIN MAKING STRIDES

Navicent Health Baldwin had a tremendous 2018, with improvements in finances and census. In 2019, leaders will focus on process improvements, including minimized emergency center wait times, as well as capital improvements that will include a renovated emergency center, repaved parking lot and new HVAC system.



### ROCK STEADY BOXING

Rehabilitation Hospital, Navicent Health—in partnership with Macon-Bibb County Parks and Recreation—will offer Rock Steady Boxing, a Parkinson's disease (PD)-specific therapeutic exercise program. PD participants and their loved ones warm up with a series of exercises, then practice boxing with bags and sparring with trainers. Classes are offered Monday and Wednesday, 10:30 a.m.–noon, and Monday and Tuesday, 6:30–8 p.m., at Freedom Center, 3301 Roff Ave. in Macon. For more information, call 478-201-6500.



### WALK WITH A DOC

In partnership with Macon-Bibb County Parks and Recreation, and in an effort to encourage greater community health and wellness, Navicent Health will implement a Walk With a Doc program. Walk With a Doc will be held the first Saturday of each month and began April 6 in Macon's beautiful Amerson River Park. Walk With a Doc events are open to those of all fitness levels. Participants may walk at their own pace and distance, knowing that each step is a step toward greater health. Additionally, the program also supports Macon-Bibb County Parks and Recreation and Bike Walk Macon's shared mission of creating healthy communities through people, parks and programs.







Navicent  
Health

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*Everything about us  
is all about **you.***