

Our philosophy of Executive compensation

We believe our executives are fairly compensated. We are committed to investing in our team members and providing market-competitive compensation and benefits for all team members. Recruiting and retaining the best team, including talented and capable leaders, is of utmost importance to the Navicent Health Board of Directors. The board's compensation committee follows a rigorous process, consistent with IRS guidelines, that is in line with industry-standard best practices for well-governed, tax-exempt organizations. This includes employing a third-party firm to conduct an annual review of the executive compensation program and its competitiveness within the market. As a result, our executive compensation is well within range of other, similar health systems. In addition, as a non-profit, we can't offer stock options to our executives, so our compensation structure may look different than for-profit corporations and health systems. In addition to compensation, Dr. Saunders' performance bonuses are in line with the rating bonuses awarded to all teammates in that same performance rating category.

Dr. Saunders leads one of the top-performing health systems in the state, and her compensation reflects her responsibilities. Navicent Health plays an essential role in Georgia by providing world-class health care to significant portions of the state, many of which would otherwise lack access to critical services.

Although traditional CEOs generally serve primarily in the role of strategy and mission/vision planning, Dr. Saunders' in a very unique non-traditional role, serves as not only the strategic CEO of the Navicent Health system but also as the CEO of nine separate healthcare entities including The Medical Center, Navicent Health, Medical Center of Peach County, Rehabilitation Hospital, Navicent Health, Carlyle Place, Beverly Knight Olson Children's Hospital, Navicent Health Baldwin, Monroe County Hospital and Putnam General Hospital. Additionally, she serves as the Georgia market President for Atrium Health.

She oversees a system that 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. The Medical Center, Navicent Health, is a 637-bed hospital with the first Level I Trauma Center in the state to be nationally verified by the American College of Surgeons. It is also 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
 - The Medical Center Navicent Health
 - Medical Center Peach County
 - Navicent Health Baldwin
 - Monroe County Hospital
 - Putnam General Hospital
- A rehabilitation hospital
 - Rehabilitation Hospital Navicent Health
- A new, state-of-the-art children's hospital
 - Beverly Knight Olson Children's Hospital
- Central Georgia's only life plan community
 - Carlyle Place
- An inpatient hospice facility, as well as in-home hospice care
 - Pine Pointe Hospice
- Wellness and preventive services
 - The Wellness Center Navicent Health
- Multiple urgent care centers
 - Urgent Care, Navicent Health
- Numerous community-based partnerships that help Navicent Health deliver on its mission

During her time with Navicent Health, Dr. Saunders has achieved numerous accomplishments. These include:

- Directed the **expansion of the new Beverly Knight Olson Children’s Hospital**, which opened earlier this year and is providing state of the art care for the region’s children. The new hospital:
 - 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.
 - Is central and south Georgia’s only dedicated emergency center for children. These young patients are cared for by board-certified pediatric specialists and treated in a friendly environment created just for children. Dedicated pediatric ambulances provide care on scene and en route from counties throughout central and south Georgia.
 - 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.
 - Boasts a dedicated Pediatric Imaging Center designed specifically with kids in mind.
 - Includes a fleet of pediatric transport cars allowing children to “drive” to their procedures in toy vehicles remotely controlled by staff.
- **Improved equitable care outcomes in central Georgia** through a variety of initiatives designed to eliminate healthcare disparities and increase access to care for area residents. These initiatives include:
 - Creating programs to help influence social determinants of health and improve condition-specific access to clinics for diabetes, heart failure and chronic obstructive pulmonary disease (COPD). These efforts have been successful, and the system is improving the overall readmission disparity among African Americans as well.
 - Instituting the development of a cultural competency and engagement program in 2017, which supports patients, employees, associates, physicians, vendors and other partners. The Navicent Health Board follows a similar competency model. Since implementing this tool, diverse board membership and board committee leadership increased to 35.3% and 41.6%, respectively, in 2018.
 - 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.
 - Launched the MedLaw Program (MLP) in partnership with Mercer University and Georgia Legal Services. Through MLP, Navicent Health is able to provide screening and assist patients and their families with legal needs to combat non-clinical issues interfering with the patients’ health and wellness. Physicians and hospital staff receive training to understand and identify the legal issues that patients face and how to bring in an MLP lawyer to address those problems before they become critical.
 - Earning the American Hospital Association honored Navicent Health with the prestigious 2018 Equity of Care Award in recognition of these efforts.
- Overseen continued excellence of The Medical Center, Navicent Health as an **academic medical center** and invaluable partner to Mercer University School of Medicine.

- 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.
- Expanded Navicent Health coverage into areas of central and south Georgia to **create a regional network of rural hospitals** that ensures residents have access to advanced healthcare close to home. For example:
 - In 2017, Navicent Health purchased the former Oconee Regional Medical Center (ORMC), now known as Navicent Health Baldwin. The financial difficulties facing ORMC threatened access to critical healthcare services for residents of neighboring Baldwin County. Similar to many rural hospitals, years of financial challenges forced ORMC into bankruptcy. Since taking the helm, Navicent Health has sought to offer high quality healthcare locally for the residents of Milledgeville, Baldwin County and surrounding areas, including Jones, Hancock, Washington and Wilkinson counties.
 - The Hospital Authority of Monroe County and Navicent Health agreed to a management relationship in May 2016, and Navicent Health assumed management of Monroe County Hospital later in the year. The agreement has been successful and brought significant value to community of Forsyth, Monroe County and the surrounding area.
- Championed the **creation of the Stratus Healthcare network**, a collaborative partnership of hospitals, health systems and physicians across Georgia pioneering value-based care that is the **first of its kind** in the Southeast.
 - Clinical quality initiative aimed at reducing hospital acquired conditions.
 - Implementing a Medicare Track 3 accountable care org (ACO) to improve health outcomes by increasing quality while reducing costs.
 - Improving outcomes for commercial patients by implementing value based contracts focused on increasing access to & providing greater care coordination through primary care providers.
 - Improving the health of our communities through collaborative care models that provide services outside the hospital thru the use of paramedicine and Community Health workers.
- Led the **strategic partnership with Atrium Health** to ensure it will succeed in the rapidly changing health industry.
 - As a result of the partnership, 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.
 - As the healthcare financial landscape evolves, Navicent Health's plan to capitalize future growth will depend on our ability to uplink with a partner that has the ability to support and increase our size, scope and scale.
 - Atrium Health will invest capital and work with Navicent Health clinical experts to enhance the depth and breadth of services Navicent Health currently provides. By working together, Atrium Health and Navicent Health will implement innovative treatment models like virtual primary care and behavioral health services throughout central and south Georgia.
 - The strategic combination has already achieved \$30.1M in integration savings.

- Pushed for continuous **improvements in technology and innovation**, resulting in Navicent Health consistently being named as one of the “Most Wired” hospitals in the country.
 - In order to achieve the Advanced information technology designation, Navicent Health exceeded core development in the four focus areas of infrastructure, business and administrative management, clinical quality and safety, and clinical integration.
 - Dr. Saunders also supervised the creation of The Center for Disruption and Innovation (CfDI) in 2015, which looks for opportunities to innovate changes within the system. So far, CfDI has identified numerous improvements that have led to millions in savings and improved patient outcomes. Notable examples include developing a surgery notification mobile app for loved ones and a heat map comparing service areas compared to health access points to identify vulnerable populations and help community case workers. CfDI has also launched a new collaboration with Georgia Tech’s Advanced Technology Development Center and its Health Technology Program.
 - The system continually pushed out new innovations and improvements in its medical practices. A few examples from this most recent year include adopting iCAD Inc.’s innovative cancer detection and therapy solutions, introducing a new treatment for patients affected by atrial fibrillation (AFib) with a device called WATCHMAN, and becoming the first hospital in the state to use the RHYTHMIA HDx™ Mapping System to create high-definition cardiac maps.
- **Earned numerous awards**, including Becker's Hospital Review's 130 Women Hospital and Health System Leaders to Know (for five consecutive years), Modern Healthcare's Top 25 Women Leaders, the Georgia Diversity Council's Most Powerful & Influential Women, Georgia Trend's 100 Most Influential Georgians.
- A Fellow of ACHE, Dr. Saunders **serves on the board of directors** for the American Hospital Association, Board member of the Georgia Hospital Alliance, Board Chair of Georgia Alliance of Community Hospitals and is the past Chair of the Institute for Diversity. She has also served on the board of the American Heart Association. She currently serves as an Executive with the Fierce Healthcare CEO Advisory Board, was a founding member of *U.S. of Care* and as a frequent expert for Becker's Hospital Review and Healthcare Leaders national media roundtables.