The mission of University Health Care System is to improve the health of those we serve.
2015 was a great year for The University Health Care System as we continued to meet the challenges of delivering high-quality care to our patients while meeting the financial challenges of the Affordable Care Act that continues to financially stress all hospitals across Georgia. Despite the obstacles in our way, University’s talented team of more than 3,500 staff and physicians continue to set the standard for quality care and safety for hospitals in our 25-county service area in Georgia and South Carolina, and beyond. We have been celebrated and honored among the most prestigious medical systems in the country.

While it sounds counterintuitive that a health system is able to simultaneously decrease costs while increasing the quality of care provided, that is exactly what your University Health Care System accomplished last year. We finished 2015 with a 1.7 percent operating margin, which is very respectable given the challenges we face and about twice what we achieved the previous year. All of those funds will be held within the organization to ensure The University Health Care System continues to care for our community into the future as it has done for almost 200 years.

As University Health Care System remains dedicated to setting the standard for health care in the region, our greatest challenges lie ahead. On the national level, there will be more and greater challenges related to the Affordable Care Act – more Medicare cuts, increasing financial risk and a continued shift of medical risk to providers through new models of care like Accountable Care Organizations and Bundled Payments. These new care models will require us to be innovative in how we care for our patients while we continue to strive to raise our quality standards even higher.

At the state level, there remains continued reluctance to expand access to insurance coverage for the many Georgians who remain uninsured. All hospitals across the country are getting paid less today for the care they provide Medicare patients than what was projected. This was done so the Federal Government could shift those dollars to fund increasing access to insurance for the uninsured. In Georgia, it was decided not to expand insurance coverage for the uninsured, but the money Georgia hospitals gave up to make this happen is still sitting in Washington, DC. Essentially, Georgia’s hospitals are getting all of the downside of ObamaCare and none of the upside.

At The University Health Care System, we will stay focused on three “never regret” strategies – quality improvement, service excellence and cost control. Regardless of how things work out in Washington or Atlanta, providing safe, high-quality, affordable care to our patients cannot be a bad thing. While that sounds simple, it takes tremendous energy and focus to make those strategies work in harmony with one another. At University, we have the Team that can deliver on those strategies.

In 2018 we will celebrate 200 years of service to this community, more than 100 of those years under our current name and brand, University Hospital. My promise to you is that we will keep our 200-year-old tradition of caring alive and well as we continue to improve the health of those we serve.

James R. Davis
President and Chief Executive Officer
University Health Care System
University Health Care System’s corporations are governed by volunteer boards of directors who live and work in our community and spend countless hours helping ensure University continues to provide high-quality, low-cost care that is progressive, accessible and customer focused.

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President/Chief Executive Officer  
University Health Care System

Marilyn Bowcutt  
Executive Vice President/Chief Operating Officer  
University Health Care System and President  
University Hospital

Scott Ansede  
Vice President  
Professional and Support Services

David Belkoski  
Senior Vice President Financial Services/Chief Financial Officer

Edward Burr  
Senior Vice President Legal Affairs/Chief Administrative Officer

William Farr Jr., M.D.  
Vice President Medical Affairs/Chief Medical Officer

Shirley Gabriel  
Vice President Information Systems/Chief Information Officer

Thomas Lowenkamp  
Vice President Continuing Care

Laurie Ott  
Vice President Human Resources and Community Services/President  
University Health Care Foundation

Kim Taylor  
Chief Operating Officer University Health Care Physicians

Lynda Watts  
Vice President Patient Care Services/Chief Nursing Officer

**MEDICAL DIRECTORS**

Mac Bowman, M.D.  
Cardiovascular Services

Chris Carlson, M.D.  
Bariatric Surgery

Timothy Hunter, M.D.  
Cardiothoracic Surgery

Kevin Nash, M.D.  
Hospitalists

**MEDICAL STAFF OFFICERS**

Thomas Parfenchuck, M.D.  
President

Chris Carlson, M.D.  
President-elect

Daniel Boone, M.D.  
Past President

Vanessa Stewart, M.D.  
Secretary/Treasurer
Our employed specialties include:

- Cardiology
- Cardiothoracic Surgery
- Critical Care
- Electrophysiology
- Endocrinology
- Family Medicine
- Gastroenterology
- Infectious Diseases
- Internal Medicine
- Interventional Radiology
- Neurology
- Neurosurgery
- Rheumatology
- Surgical Oncology
- Vascular Surgery

In 2015, University’s Medical Staff grew by 36 physicians, including 23 employed physicians, bringing the total of employed physicians to 128.
University’s multi-disciplinary Structural Heart Clinic and the staff of the Heart & Vascular Institute celebrated the successful treatment of its 100th TAVR patient at a special event. Transaortic Valve Replacement is a minimally invasive heart procedure designed for high-risk patients with narrowing of the aortic valve. Because these patients are often so ill and frail, they are not candidates for traditional valve replacement surgery. University is the only hospital in the region to offer this life-saving procedure that has changed the lives of families across the CSRA. In a surprising twist of fate, University’s 100th TAVR patient was Samuel J. Hunter, M.D., a physician himself and the father of Timothy Hunter, M.D., a University cardiothoracic surgeon and part of the TAVR team.

Brandon Wilde, University’s continuing care retirement community, celebrated 25 years of offering residents, who come from around the world, the freedom to be themselves and experience an active lifestyle with security and peace of mind that they will be cared for ... for life.
University is the Region’s Documented Leader in

Quality and Patient Safety
Ensuring our patients receive the highest level of care is our goal with every patient, every time.

Awards and Distinctions

Received fourth “A” Safety Score from the Leapfrog Group

Named the National Research Corporation Consumers Choice Award for Overall Quality and Image for the 17th consecutive year

Named in the Top 34 hospitals in the United States by US News & World Report in the five most common adult procedures and conditions

Ranked 58th in the nation in Patient Safety for Overall Hospital Care and eighth in the nation for General Surgery by CareChex®

Rated four stars by the U.S. Centers for Medicare & Medicaid Services based on 11 publicly reported measures

Awarded 10 five-star ratings for quality excellence by Healthgrades®

Ranked among the nation’s 100 Best Hospitals by Healthgrades® for Orthopaedic, Joint Replacement and Spine surgeries

Designated an Aetna Institute of Quality® Orthopaedic Care Facility for Total Joint Replacement and Spine surgeries

Received American College of Radiology three-year accreditation for Breast MRI Imaging

 Ranked in Georgia’s Top 5 Large Hospitals by Georgia Trend Magazine

Reaffirmed American Diabetes Association recognition

Designated a Blue Distinction Center+ for Cardiac Care by Blue Cross Blue Shield

Received Center of Distinction Award for outstanding clinical outcomes in University’s Wound & Hyperbaric Center

Designated a Blue Distinction Center+ for Hip and Knee Replacement and Spine Surgery by Blue Cross Blue Shield
Investment in Quality Patient Care

University is proud of the role we play as a formidable economic engine, generating nearly $850 million in revenue for the local and state economy, according to the Georgia Hospital Association. As the CSRA's only not-for-profit community hospital, University reinvests all revenue in excess of expenses in our facilities, cutting-edge technology and services locally, to provide world class care to patients and families in our community.

THE LATEST TECHNOLOGY

In 2015, University invested $29 million in capital to upgrade our facilities and equipment. This included, but was not limited to:

- Medtronic O-Arm and surgical instruments
- New and expanded Cardiovascular Operating Rooms
- Brandon Wilde Continuing Care Retirement Community renovations
- Electrophysiology Mapping System
- D-Spect Cardiac Imaging Nuclear Camera, software and information technology

MYCHART ENABLES PATIENTS TO CONNECT WITH THEIR HEALTH INFORMATION ONLINE

With the installation of Epic, came MyChart, giving patients direct online access to portions of their electronic health record where their physicians store their health information. In 2015, our Information Systems department continued to expand the capabilities of MyChart, giving users added convenience and greater control over their healthcare decisions. Whether at work, on the road or at home, patients can view lab results, appointment information, medications, immunizations and more, all securely stored and available for quick retrieval. MyChart also provides new, convenient methods of communication with your physician's office. Renew prescriptions, send messages and schedule appointments – all online. Patients can even access their family’s records and schedule appointments online. MyChart also offers a free app for smart phones.

INCREASING ACCESS TO CARE

Understanding that families are increasingly busy, University made great strides in 2015 in making Primary Care and Urgent Care more accessible to where patients live and work across our service area with the opening of the following new locations:

- University Primary Care – Camelot
  4446 Washington Road in Evans
  706-650-3173

- University Primary Care – Furys Ferry
  3851 Evans to Locks Road in Martinez
  706-228-2565

- University Prompt Care – Georgia Avenue
  336 Georgia Ave. in North Augusta
  803-202-3351

- University Prompt Care – Silver Bluff
  1021 Silver Bluff Road in Aiken
  803-648-0587
Breast milk is the best first food for babies. A multitude of studies have shown that for newborns, breast milk fortifies the immune system, lowers the risk of developing asthma and allergies and lessens the risk of ear infections, respiratory infections and diarrhea. But premature babies often miss out on breastfeeding due to their size, which can be detrimental to their health in the long run.

To help combat this issue and protect University’s smallest and most-fragile patients, University opened the Breast Milk Lab and pumping room for University Hospital’s Special Care Nursery. University’s Breast Milk Lab is used to encourage new moms to pump and store their milk if their baby is in the Special Care Nursery. For those moms who, for whatever reason, cannot produce breast milk, University will purchase donor milk from a nonprofit HMBANA (Human Milk Banking Association of North America) milk bank, which is screened and heat treated before being frozen for shipment.
A New Nine

In 2015, University opened our newly renovated Orthopaedic & Spine Center. The “New 9” is the culmination of one of our most-extensive renovations of an existing service. The entire ninth floor, after extensive research and input from physicians, staff, patients and their families, was gutted and expanded to ensure our facilities would live up to the quality of our nationally recognized orthopaedic and spine services.

This $9 million renovation brings the latest technology and therapeutic interventions to University’s orthopaedic patients, who have special needs and require innovative solutions to add comfort and safety to their stay. These include:

45 private rooms that are significantly larger than typical hospital rooms to allow more space for rehabilitation and equipment. The rooms also include:
- ADA-approved bathrooms
- Sleeper and recliner chairs
- Staff-patient boards to facilitate communication
- Outside pass-through for housekeeping to access clean linens and remove trash
- Walkers in the patient rooms

A dedicated rehabilitation gym that includes:
- Simulated car to teach patients how to safely enter and exit a vehicle
- Pedal bike
- Mirror wall for walking training
- Group therapy sessions

A convenient family waiting room with an ice machine, TV, coffee maker, vending and consultation room helps keep the family comfortable while their loved one heals.

The expansive workspace for physicians and nurses includes:
- A central station along with three other nurse work areas
- Documentation stations between rooms
- Computers with wireless barcode scanning for medication safety as well as vital sign machines in every room
- Ice packs and freezers so patients and families can use cold therapy for pain reduction
- Nursing supplies and equipment closer to the bedside reducing the steps between patients
- Physician work areas throughout the unit
- Dedicated case managers located centrally
- Education room for teaching classes and information sessions

Being able to bring this state-of-the-art care center to our orthopaedic patients and their families was clearly one of 2015’s greatest achievements.
Indigent and Charity Care

In 2015, University Health Care System provided $33,297,821 in indigent and charity care. These costs include the following:

- **$21,362,001** for inpatient and outpatient services for indigent patients. This includes Project Access, which University helped develop in 2002 with the Richmond County Medical Society to care for Richmond and Columbia county indigent patients. University continues to be Augusta’s largest hospital contributor of funds and services to this organization.

- **$1,529,367** to help support community clinics such as Lamar Medical Center, Belle Terrace Health and Wellness Center, Christ Community Health Services, St. Vincent dePaul and the Harrisburg Family Healthcare Clinic, as well as indigent pharmacy services.

- **$10,406,453** for uncompensated physician services for indigent and charity patients.

Not included in the community benefit amount, but a significant contribution by University Hospital is the loss sustained by “bad debt,” or the amount of care provided for which payment was expected but not received and “Medicare and Medicaid shortfalls,” or the difference between the cost of care provided to those patients and the payment received from the state and federal government for that care.
COMMUNITY OUTREACH

Staying true to our mission of helping people stay healthy, University reached upwards of 600,000 people and invested $236,173 through free community and corporate health screenings, physician-led community education classes, support groups, publications and more to educate the community on the importance of prevention, early detection and treatment of disease.

HEALTH PROFESSIONS EDUCATION

At University we know that a skilled and educated workforce is an important part of providing advanced healthcare. In 2015, University invested $311,344 in two University-based programs – Harry T. Harper Jr., M.D., School of Cardiac and Vascular Technology and Stephen W. Brown School of Radiography – to train excellent allied health professionals. In addition, 45 medical residents rotated through University in 2015, affording them the experience required to fulfill their requirements:

- 15 Obstetrics and Gynecology residents attended 830 cases
- 13 General Surgery residents attended 470 cases
- 13 Internal Medicine residents attended 548 cases
- 4 Orthopaedic Surgery residents attended 1,347 cases
MORE THAN
$400,000

was raised for breast health services for underserved women in our community, making the 2015 Miracle Mile Walk the most successful in the history of the event.
University Health Care Foundation

Unlike the philanthropic arms of many hospitals that focus their energy on building opulent structures, University Health Care Foundation concentrates on raising funds to directly benefit the lives of patients and their families in a significant, meaningful way. They help people cover life’s necessities when there often isn’t another source.

In 2015, University Health Care Foundation:

- Disbursed $2,142,313 in funds to care for patients in our community
- Provided 1,327 instances of direct patient assistance
- Funded 481 free mammograms, during which three cancers were discovered
- Provided 49 scholarships to ensure we maintain the highest quality employees and best trained clinical staff in the region
- Provided 215 University employees with continuing education opportunities
- Held the 23rd Annual Patchin-Weston-Dennis Celebration attended by more than 300 people and raising $138,000 for the special needs of patients
- Featured the 30th Jernigan Golf Tournament with 320 golfers raising more than $235,000 to benefit the Harry W. Jernigan Jr. Endowment for cancer patients

Event proceeds funded equipment, services and facilities improvements that had a direct impact on improving care for our patients and their families. A few of those areas include:

- Breast Health Center Lab chair
- Jernigan Cancer Center room renovations
- Seven-head microscope and table for the Laboratory
- University Medical Oncology - Aiken patient blanket warmer
- Cardiovascular-Pulmonary Lab defibrillator
- Patient moving device for Breast Health Imaging
- School of Cardiovascular Technology cardiac rhythm simulator
- Respiratory Care ventilators
- Speech & Hearing cochlear implant room equipment

University Health Care Foundation funded free heart and vascular screenings for 111 student athletes under the direction of Mac Bowman, M.D., Medical Director of Cardiovascular Services at University, and Pat Thomas, Clinical Director of the School of Cardiovascular Technology. During the screening, the following potential life-threatening conditions were discovered in these young athletes and were referred for follow-up care:

- Previously undiagnosed students with diabetes requiring immediate attention
- Six substantial heart issues
- 16 cases of hypertension
- 12 cases of pre-hypertension
- Four cases of total cholesterol levels dangerously above recommended levels
For 60 years, the men and women who serve on the Volunteer Board of University Health have contributed nearly $7 million to University Hospital and its patients raised in the Board’s 10 businesses. The time they give and the wisdom they impart is priceless. In 2015 Volunteer Services:

• **Completed 38,900 hours of service** in 37 departments throughout the hospital

• **Donated $308,868** back to the hospital and patient care services, including:
  - $50,000 University Breast Milk Bank
  - $50,000 “New 9” patient and family waiting rooms
  - $46,615 Respiratory machines
  - $20,000 Breast Health Boutique
  - $25,000 Miracle Mile Walk
  - $15,000 Patient Care Fund
  - $15,000 Jernigan Cancer Center patient rooms renovation
  - $10,000 Breast Health camisoles
Thank You...

...for insisting on University Hospital McDuffie. Our mission is “to improve the health of those we serve,” and the entire staff is here to do just that. The entire team of University Hospital McDuffie understands that a stay in the hospital, a visit to the Emergency Department, a procedure in the Operating Room, an imaging study in Radiology or blood test in the Lab is more than the care or service you receive. It also includes modern equipment, a clean and safe environment and a team of healthcare professionals that will take the time to treat you like a member of their family. You deserve no less and it is our goal to make good on that.

We were recognized as being one of the Top 5 Small Hospitals in the entire state by Georgia Trend Magazine and Healthgrades awarded us Five Stars for both Gallbladder Surgery and Hip Fracture Treatment. But the biggest recognition that we can ever receive is the community’s support. So thank you all for a wonderful first year. We look forward to many more years to come!

Sincerely,

Bob Kepshire, MS, MA, RN, CENP
Administrator & Chief Nursing Officer
University Hospital McDuffie is fully accredited by the Joint Commission, and is a member of both the American Hospital Association and the Georgia Hospital Association.

University Hospital McDuffie offers 24-hour services in the Laboratory and Radiology departments. The Emergency Department provides full-time immediate evaluation, stabilization and treatment to more than 14,000 patients annually.

Surgical Services includes surgeons specializing in general surgery, orthopaedics, podiatry, ophthalmology and laparoscopic procedures.

Emergency Department services are available on a 24-hour per day, seven-day per week basis. Our medical staff of more than 27 physicians, not counting rotating radiologists from Brown & Radiology and hospitalists from University Hospitalists, represent some of the most highly trained and experienced physicians in the region.

University Hospital McDuffie provides the following services:

- Anesthesiology
- Cardiopulmonary Services
- Community Education
- CT Scan
- Diagnostic Radiology
- Echocardiography
- Emergency Care
- Family Medicine
- General Surgery
- Internal Medicine
- Laboratory
- Mammography
- Occupational and Speech Therapy
- Ophthalmology
- Orthopaedic Surgery
- Osteoporosis Detection
- Outpatient Infusions
- Outpatient Surgery
- Physical Therapy
- Podiatry/Wound Care
- Primary Nursing Care
- Respite Care
- Sleep Lab
- Social Services
- Swing Beds
- Ultrasound

As a licensed 25-bed medical center, University Hospital McDuffie offers a wide spectrum of medical and health services for the people of McDuffie County and surrounding communities.

The hospital is a not-for-profit, non-tax supported, 501(c)3 organization established in January 1952, and at the end of 2015 we celebrated our first full year in our new facility at 2460 Washington Road.

<table>
<thead>
<tr>
<th>2015 PATIENT STATISTICS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions</td>
<td>636</td>
</tr>
<tr>
<td>Emergency Department visits</td>
<td>17,478</td>
</tr>
<tr>
<td>Surgical procedures</td>
<td>2,147</td>
</tr>
<tr>
<td>Outpatient visits</td>
<td>13,382</td>
</tr>
</tbody>
</table>
The Swing Bed Program at University Hospital McDuffie was surveyed and accredited by The Joint Commission.

This is a wonderful accomplishment and positive reflection on the entire University Hospital McDuffie team. Rural hospitals that have swing bed approval increase Medicare patient access to much needed post-acute care while reducing the stress of those patients needing to transfer facilities and care teams. In addition, swing beds allow rural hospitals to maximize the efficiency of operations by meeting the unpredictable demands for acute and skilled nursing facility (SNF) care. To be granted and retain approval to furnish post-acute – SNF care via a swing bed agreement, hospitals must:

• Be located in a rural area
• Have fewer than 100 beds (excluding beds for newborns and ICU-type units)
• Have a Medicare provider agreement as a hospital
• Be substantially in compliance with the following SNF participation requirements as specified at 42 CFR 482.66(b)(1-8):
  • Resident’s rights
  • Admission, transfer and discharge rights
  • Patient activities
  • Social services
  • Discharge planning
  • Specialized rehabilitative services
  • Dental services

The swing bed stay provides additional inpatient care to those needing extra time to heal and regain their strength. Patients admitted into a swing bed do not require the same level of care as an acute care patient, but rather SNF level care. Medicare patients must receive acute care for three consecutive days as a hospital inpatient (either at the hospital with the swing bed or at a different hospital) to qualify for coverage of SNF level services. Swing bed services include additional rehabilitation and skilled nursing services post-surgery, accident or illness. We are very excited to be able to offer this service in Thomson and the surrounding communities of McDuffie County.

In addition to the hospital opening, University Hospital McDuffie introduced a new physician practice, University General Surgery – McDuffie, featuring McDuffie County native Jared Mitchell, M.D.
In 2015, University Hospital McDuffie provided an estimated $1,390,859 in indigent and charity care cost. The UHM Foundation raised $24,657 at its annual golf tournament, which enabled them to donate $8,000 to McDuffie County Emergency Medical Services for equipment upgrades. University Hospital McDuffie participated in the following screenings and community outreach initiatives in 2015 in an effort to extend University’s mission to improve the health of those we serve.

### Community Outreach

<table>
<thead>
<tr>
<th>HEALTH FAIR/SCREENING LOCATION</th>
<th>COMMUNITY BENEFIT CONTRIBUTION</th>
<th>PEOPLE SERVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Savannah Lakes Village Retirement Community • McCormick, S.C.</td>
<td>$3,075</td>
<td>150</td>
</tr>
<tr>
<td>McDuffie County • Thomson, Ga.</td>
<td>$2,834</td>
<td>150</td>
</tr>
<tr>
<td>Jefferson Energy • Wrens, Ga.</td>
<td>$4,051</td>
<td>100</td>
</tr>
<tr>
<td>McCorkle Nurseries • Dearing, Ga.</td>
<td>$2,909</td>
<td>75</td>
</tr>
<tr>
<td>City of Thomson Employees • Thomson, Ga.</td>
<td>$2,955</td>
<td>60</td>
</tr>
<tr>
<td>Glascock County • Gibson, Ga.</td>
<td>$193</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$16,017</strong></td>
<td><strong>585</strong></td>
</tr>
</tbody>
</table>

### Awards and Recognition

- **Georgia Trend Magazine** named University Hospital McDuffie one of the Top Five Small Hospitals in Georgia in 2015.
- **Healthgrades®** awarded University Hospital McDuffie two five-star ratings for treatment of hip fracture and gallbladder removal. In these complications-based ratings, five stars means patients with those diagnoses recovered “better than expected.”