In Memoriam

Shortly after MCG Health, Inc. became an operational reality, we lost a valued leader, a capable steward and a dear friend – our Chairman of the Board Tom Allgood. If not for Mr. Allgood putting his heart and soul into it, MCG Health, Inc. might not exist today. Mr. Allgood’s belief in our mission, his commitment to its development and his personal vision and integrity have been instrumental to the success of MCG Health, Inc. He worked tirelessly behind the scenes to encourage people to give MCG Health, Inc. a chance. If Mr. Allgood could see MCG Health, Inc. today, he would consider it a source of great personal pride.

Winston Churchill said, “We make a living by what we get; we make a life by what we give.” Mr. Allgood spent his entire life giving, making significant contributions to his community, the state of Georgia and the nation. He was a leader. The Senate recognized this quality by electing him its Majority Leader early in his career, and the Board of Regents of the University System of Georgia recognized this quality by electing him its Chairman in 1996, just four years after he joined the Board.

It is with the utmost regard and gratitude that MCG Health, Inc. dedicates its first annual report to Thomas F. Allgood, Sr.

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Who We Are

Academic medical centers have three primary missions – patient care, education and research. To carry out these missions, academic medical centers must provide a full range of clinical services and maintain the infrastructure to foster education and research.

The Medical College of Georgia is a health sciences university and one of four research universities within the University System of Georgia. MCG HealthCare is the health system of the Medical College of Georgia and consists of MCG Health, Inc. and the clinical services offered by the faculty of MCG’s schools and the members of the Physicians Practice Group.

MCG Health, Inc. is a not-for-profit corporation operating the MCG Hospitals and Clinics and related clinical facilities and services. MCG Health, Inc. was formed to support the research and educational mission of the Medical College of Georgia and to build the economic growth of the Central Savannah River Area, the state of Georgia and the Southeast by offering the highest level of primary and specialty health care.

The MCG Hospitals and Clinics is a complex that includes a 483-bed adult hospital; a 149-bed Children’s Medical Center; an Ambulatory Care Center with more than 80 outpatient clinics in one convenient setting; the Georgia Radiation Therapy Center; a Specialized Care Center that houses a 13-county regional trauma center; the Center for Sports Medicine; and the Center for Senior Health.

The medical staff at MCG Hospitals and Clinics are not only practicing physicians, but most are also faculty members of the Medical College of Georgia School of Medicine or the Medical College of Georgia School of Dentistry. Multiple roles assure the most up-to-date knowledge and training. Cutting-edge research is translated into bedside care. The most sophisticated and state-of-the-art technology is used to provide excellent patient care.

Our Clinical Services Include:

- Allergy-Immunology
- Anxiety and Panic Disorders
- Bone Marrow Transplant
- Breast Center
- Cardiology
- Children’s Medical Center
- Comprehensive Cancer Center
- Diabetes Care
- Craniofacial Center
- Cystic Fibrosis
- Dermatology
- Dialysis
- Ear, Nose and Throat
- Emergency Services
- Epilepsy Center
- Eye Care Services
- Family Medicine
- Gamma Knife
- Gastroenterology/Hepatology
- Hemophilia
- Infectious Diseases
- Joint Replacement
- Metabolic Bone Disease
- Midwifery
- Neuroscience
- Neurosurgery
- Obstetrics/Gynecology
- Perinatal Center
- Pituitary Services
- Plastic Surgery
- Psychiatry
- Pulmonary Diseases
- Radiation Therapy
- Rehabilitation
- Senior Health
- Sickle Cell
- Sleep Center
- Sports Medicine
- Stem Cell Transplant
- Trauma
- Travel Advisory
- Telemedicine
- Urology
**Mission:**
To Care, To Serve, To Educate and To Discover.

**Vision:**
To achieve excellence in compassionate patient care, life-long learning, dedicated public service and leading edge research.

**Values:**
We are committed to:

**Respect:** We respect and respond to all individuals with honesty and integrity.

**Service:** We provide quality service in a safe, patient/family-centered environment throughout the continuum of care.

**Diversity:** We value the uniqueness of all individuals by recognizing their beliefs, culture, needs and strengths.

**Communication:** We value open and honest communication to strengthen our relationships and to enhance a cooperative spirit.

**Quality:** We provide excellent service to meet the needs of individuals and communities in a patient/family-centered environment throughout the continuum of care, with emphasis on optimal clinical quality and patient safety.

**Collaboration:** We seek opportunities to collaborate as teams within our organization and the community – locally, statewide and beyond – to provide excellence in health care.

**Cost Efficiency:** We efficiently use our resources to provide quality services at the most reasonable cost.
Letter to Our Stakeholders

Academic medical centers play important roles in the health and well being of a region. We provide care to patients who encounter barriers elsewhere, and we provide technology-intensive services that require special expertise, equipment and units. The costs for doing so can be high, which places intense financial pressure on academic medical centers to remain solvent and to maximize limited resources for the greatest patient good.

Several years ago, leadership at the University System of Georgia Board of Regents, the Chancellor’s Office and the Medical College of Georgia had the foresight to recognize that the existing management and financial structure of the hospitals and clinics could not continue to support the institution, given the economic and competitive environment. A year ago MCG Health, Inc. was activated as the not-for-profit corporation to manage the operations of the hospitals and clinics. The past 12 months have been challenging, but the foundation has been laid and we are off to a solid start.

Over the past year, your hospitals and clinics have achieved measurable success in meeting established goals. Our admissions are up 5 percent. Emergency Room visits are up 9 percent. Outpatient visits are up 2 percent. These achievements are combined with a better rate of collection. Business processes have been improved. Accounts receivable have decreased from 196 days to 101 days. In addition to increased patient volume and more aggressive revenue collection efforts, we have reduced the average cost per discharge by 5 percent compared to the previous year.

Financial Strength
As a result of these efforts, MCG hospitals and clinics are more financially stable than ever before. We have a total of $73 million in cash in the bank, including $10 million in short-term investments. Financial success allows us to provide the Medical College of Georgia with a percentage of our operating margin to fund medical education and research programs. In addition, financial success allows us to invest in ourselves to continue excellence in patient care.
**High Quality Care**

MCG Health, Inc. participates in the University HealthSystem Consortium, which compiles data on the mortality rates of its members. Based on this index, we reduced our risk adjusted mortality rate from 1.38 to 1.05.

Our reputation for clinical quality and customer service is growing. Ten of our physicians were included in *America's Top Doctors*, a consumer health care referral book published by Castle Connely. Of the 93 doctors from the greater Augusta area, we had 46 listed among *The Best Doctors in America*, published by Best Doctors, Inc. Our endocrinology service made *U.S. News and World Report*'s list of America's top 50 in hormonal disorders, diabetes and thyroid conditions. The Movement Disorders Clinic was designated a Center of Excellence by the National Parkinson's Foundation Inc., the largest international organization supporting scientific and clinical initiatives for Parkinson's patients and their families. The Children's Medical Center has ranked above the 90th percentile in patient satisfaction compared to 44 other pediatric facilities in the national comparison group.

Our joint replacement program is the only five-star rated program in the area, as rated by HealthGrades. Other HealthGrades ratings demonstrate our high level of excellence in patient care, such as cardiac services and the treatment of stroke. We have been named the winner of the National Research Corporation's 2001 Consumer Choice Award in the region for overall quality. These recognitions were earned on the basis of quality care. We set high standards for ourselves and then we exceed those standards.

We stay ahead of the competition by quickly adapting to the changing needs of patients. When it comes to interacting with patients, we are dedicated to delivering the kind of service that each of us expects and appreciates as patients.

**Strategies for Future Success**

MCG Health, Inc. has established stretch goals for the coming fiscal year. We again aim to achieve at least a 5 percent operating margin; grow our business volume by 5 percent; continue to manage our costs; reduce our accounts receivable to 72 days; maintain a high level of clinical quality, as measured by the University HealthSystem Consortium Mortality Index; and achieve excellent patient satisfaction, as measured through the Press Ganey patient satisfaction survey and continuous feedback from our patients and their families. In that way, we will go on to earn further public recognition and trust as the area's high-performance academic medical center.

Empowerment is an overused word today, but nothing else quite describes how we give our employees the authority to take appropriate action. Individuals understand that progress cannot be made without accountability, authority and responsibility. We trust that our carefully selected professionals will make appropriate decisions that propel us past our objectives and the competition.

We have adapted remarkably well to an ever-changing environment. However, our work is not complete. Formidable challenges lie ahead. But, because we have put into place a strong infrastructure, we are well positioned for the future.

Sincerely,

Donald M. Leebern, Jr.  
Chairman of the Board

Don Snell  
President and CEO

July 1, 2001
Fiscal Year 2001

Strategic Initiatives

Our organizational achievements have been guided by well-defined, widely communicated strategic initiatives that have formed the basis for measuring our progress. The following pages contain a few highlights of our accomplishments.

The 10 initiatives are:

1. **Promoting Clinical Quality**
   To improve quantifiable clinical outcomes by promoting optimal clinical quality through continuous monitoring, trending and evaluation of the quality management and outcomes measurement process.

2. **Integrating the Health System**
   To link the components of the health care delivery system into an integrated clinical enterprise structured to improve clinical, financial and operational performance within the organization.

3. **Aggressively Repositioning Cost**
   To establish and implement cost reduction and unit cost management targets and measurements in order to reserve funds for reinvestment in the future of the organization.

4. **Completing the Continuum of Care**
   To ensure patient continuity through the delivery of quality care in the right setting by the right provider.

5. **Developing and Promoting Centers of Excellence**
   To develop and promote premier “Centers” providing superior customer service, exceptional clinical quality, recognized academic excellence and innovative research combined with an interdisciplinary focus that exceeds the expectations of patients, purchasers, referring physicians and non-physician providers.

6. **Installing Enterprise-Wide Information Systems**
   To develop a cost-efficient information system that merges clinical and financial data into timely, user-friendly information for the health system.

7. **Managing Indigent Care**
   To effectively manage indigent care within available resources.

8. **Strengthening Relationships With the Community**
   To develop and maintain a proactive community involvement and outreach program aimed at creating an inclusive and lasting relationship with the community.

9. **Broadening the Delivery Network**
   To form an integrated delivery network through partnerships and affiliations with rural and community providers and organizations to the mutual benefit of all parties involved in order to positively impact community health status and optimize patient care.

10. **Serving Customers Proactively**
    To provide excellent customer service in a compassionate, healing environment that reflects the philosophy of patient/family-centered care.
Promoting Clinical Quality

MCG Health, Inc. participates in the University Health System Consortium, which compiles data on the mortality rates of its members. Based on this index, we reduced our risk adjusted mortality rate from 1.38 to 1.05.

After an absence of several years, MCG hospitals and clinics have once again been named to the list of “America’s Best Hospitals” by *U.S. News & World Report* magazine. MCG was ranked 45 out of the top 50 hospitals in the diagnosis and treatment of hormonal disorders such as diabetes and thyroid conditions. The ranking was based on providing our patients with high quality care, as measured by having the third lowest mortality rate.

Ten of our physicians have been included in *America’s Top Doctors*, a consumer health care referral book published by Castle Connely. The Movement Disorders Clinic was designated a Center of Excellence by the National Parkinson’s Foundation Inc., the largest international organization supporting scientific and clinical initiatives for Parkinson’s patients and their families. We have been named the winner of the National Research Corporation’s 2001 Consumer Choice Award in the region for overall quality.

According to www.healthgrades.com, we were named the “Best in the Region” for cardiac services, orthopedic surgery and the treatment of stroke. Our knee replacement program is the only five-star rated program in the region.

The Stroke Program is an interdisciplinary collaboration among neurology, neurosurgery, emergency medicine, vascular surgery, family medicine and the University of Georgia’s School of Pharmacy. We have a stroke team on call around the clock. Unlike other medical facilities in the region, our stroke team has the unique ability to administer Tissue Plasminogen Activator 24 hours a day, seven days a week. T-PA is the only treatment that has been shown to improve the outcomes in patients with acute stroke. The MCG Stroke Program has established links with many rural community hospitals. Many stroke patients are transported by helicopter to MCG for T-PA treatment.

Quality differences exist among health care facilities. MCG Health, Inc. has worked diligently to educate consumers about the factors that constitute quality health care.

Integrating the Health System

In an effort to improve patient access, we began the redesign of our front-end business processes. Once completed, this project will result in a streamlined workflow for registering and billing patients who visit our Ambulatory Care Center clinics. The reengineering project will eliminate duplication of effort and reduce paperwork, which in turn will help us increase patient satisfaction while reducing our costs.

Emergency and Express Care Services is an excellent example of how we have integrated the specialized skills and training needed to save lives most at-risk. That is why the volume of new cases to our emergency department has increased 9 percent year-over-year. We have a team of highly skilled, well-trained professionals, our system is optimally structured to efficiently handle all types of emergency situations, and our facility is equipped with the superior resources and state-of-the-art technology to provide the highest level of care.

To better support referring physicians in meeting the urgent needs of referred patients, we have developed a special Emergency Communications Center to handle inpatient transfers. Experienced paramedics have been trained to determine how MCG can best serve referring physicians and their patients. They coordinate all steps, processes and personnel involved in emergency transports, including helicopter transports for patients requiring prompt medical attention. Our helicopter service makes about 45 trips per month transporting emergency patients from neighboring counties and from across the state.

Aggressively Repositioning Cost

Our balance sheet is strong. When MCG Health, Inc. was first formed, the hospitals and clinics were addressing a potential $25 million deficit. In one year’s time, we achieved a $47 million turnaround by significantly increasing our patient volume, exercising discipline in our spending, increasing the productivity of our employees and maximizing operating cash flows.

As one means of improving operating efficiencies, we reduced the number of full-time positions, per adjusted census, from 10.16 to 7.13.
Completing the Continuum of Care

Keysville, GA, is a medically underserved and impoverished area that has a significant older population and a very young one – two groups critically in need of transportation to health services. Until we opened our mobile health clinic in February, Keysville citizens were forced to travel at least 38 miles roundtrip to the nearest hospital. In March, we began constructing a 2000-square-foot permanent Family Health Center, which opened in July 2001.

Access to health care services for rural families is a major concern. Rural areas have higher incidences of infant mortality and morbidity, low birth weight, teenage pregnancy and family poverty than do urban areas. In Georgia, the maternal and infant health indicators are the worst in the nation. We support a Rural Outreach Program that demonstrates how access to health care for the rural poor may be improved through a nurse-managed, outreach perinatal program. The program includes volunteer Rural Outreach Resource Mothers. Each volunteer receives approximately 30 hours of training in preparation for work in the program. We graduated nine new Resource Mothers in the past fiscal year.

Rural Outreach Resource Mothers are 41 women from rural areas who volunteer to help pregnant teenagers and new mothers in their communities access the health care and the resources needed to give birth to healthy babies. Resource Mothers also provide emotional support for mothers-to-be who may not have the help of family and friends. The volunteer mothers target women who must travel 50 to 75 miles to obtain obstetrical services. About 72 percent do not have their own transportation, and approximately 60 percent are without telephones. Resource volunteers help ensure the mothers and infants are referred to needed health and social services, including perinatal case management, mother/baby home assessments, obstetrical and pediatric care and the federal Women, Infants and Children Program.

Developing and Promoting Centers of Excellence

MCG hospitals and clinics have been developing Centers of Excellence in a number of clinical areas. Following are a few examples of our achievements.

Children’s Health

Top-tier medical professionals who are specially trained in caring for children and adolescents, whether they have common childhood illnesses or the most complex and life-threatening conditions, staff the Children’s Medical Center. This 220,000-square-foot facility is equipped with state-of-the-art technology, a 16-bed Pediatric Intensive Care Unit, operating rooms, Pediatric Emergency and Express Care Services and a Pediatric Trauma Center. The CMC won the 15th annual Design Awards competition sponsored by Modern Healthcare magazine and the American Institute of Architects’ Academy of Architecture for Health.

MCG Health, Inc. emphasizes family-centered care, an approach to health care delivery that shapes our daily practices – from providing children with a stuffed animal to cling to during their hospital stay to allowing parents to hold their child’s hand during pre-operative anesthesia. The CMC has ranked above the 90th percentile in patient satisfaction compared to 44 other pediatric facilities in the national comparison group.

In October 2000, the FDA approved the use of nitric oxide for the treatment of neonates with high blood pressure in their lungs. The CMC is the only facility in the area with the capability to use this treatment. In addition, the CMC is the only hospital in the region to use a lung bypass machine to save the lives of babies born with conditions requiring extreme respiratory support. The CMC saved twice the number of such babies year-over-year.

Neurosciences

Our Neuroscience Center is the only comprehensive program in the area treating adults and children with difficult-to-treat brain, spine and nerve disorders, such as acute stroke, epilepsy and Parkinson’s disease.

A goal of the Neuroscience Center was to become one of the top 50 in National Institutes of Health funding within the first year. The Neuroscience Center has already surpassed that goal by catapulting into the top 15.

The Southeast Gamma Knife Center represents a new era in brain surgery. The Gamma Knife shrinks and destroys brain tumors and malformed blood vessels without opening the skull. The conditions that can be treated with the Gamma Knife include brain tumors, Parkinson’s disease, epilepsy and trigeminal neuralgia. Our Gamma Knife is only one of two in Georgia and the only one in the Eastern U.S. affiliated with a children’s hospital.

The Movement Disorders Clinic was designated a Center of Excellence by the National Parkinson’s Foundation Inc., the largest international organization supporting scientific and clinical initiatives for Parkinson’s patients and their families.

Oncology

MCG hospitals and clinics became the first in the area to offer a formidable weapon in the fight against cancer. Positron emission tomography, or PET imaging, is a state-of-the-art technology that pinpoints tumors and helps to determine whether they are benign or malignant. Used primarily for cancer cases, PET imaging also can be used for cardiology and neurology clinical patient management.

PET imaging is a precise and non-invasive diagnostic test that can save lives. It is a safe, painless and cost-effective medical technology utilized to show the
function of a body organ at the cellular level. The procedure provides detailed information that allows us to detect and treat a disease early in its course. Because a PET scan can detect sites of cancer not seen by other imaging techniques, it can be used to more effectively select patients who are likely to benefit from surgery.

Clinically, we provide patients of Georgia access to national treatment protocols. These national studies are made available through our affiliation with the Eastern Cooperative Oncology Group and the National Surgical Adjuvant Breast and Bowel Project. We remain committed to finding ways to prevent cancer, such as participating in the Breast Cancer Prevention trial and continuing ongoing trials for the prevention of cervical cancer. Oncologists in Athens and Augusta have joined our network for clinical research, providing an even greater number of patients the opportunity to participate.

To benefit the patients throughout Georgia, we will be working with local oncologists and area hospitals to develop a tissue bank. This bank will be used to preserve tissue samples for later study. Among the uses for a tissue bank is the assay of archived tissue to determine whether patients may benefit from new treatments. This will potentially eliminate a number of invasive procedures now performed on patients with recurrent or metastatic disease.

MCG Health, Inc. is working with the Augusta community to develop a Cancer Center of Excellence that is consistent with the Governor’s initiative to establish three such centers across the state.

**Women’s Health**

Last year, we expanded our women’s services to become the first hospital in the CSRA to offer women the option of receiving obstetric and gynecologic services under the care of certified nurse-midwives. Supported by a comprehensive OB/GYN physician team, the nurse midwifery program offers family-centered childbirth options for low-risk patients.

We are also the only hospital in the region providing gynecologic oncology services, and we remain the only institution in which complex fetal problems can be diagnosed and treated through our comprehensive neonatal services.

Over the past year, MCG Health, Inc. entered into a joint venture with a community physician to offer the region’s only in vitro fertilization program.

**Senior Health**

The Augusta area is one of the fastest growing retirement communities in the nation. Consequently, a strong and growing market exists for geriatric care. Using our Center for Senior Health as a foundation, we plan to broaden the comprehensive medical services we offer to those 55 and older. Once our plans are complete, this area will combine the most up-to-date medical research, knowledge and training with the latest in safety and health management tailored to meet the specific needs of older men and women. This year we began working on a plan for the Geriatric Center of Excellence.

**Musculoskeletal**

Our joint replacement program is the only top rated, five-star program in the region, as rated by HealthGrades. Our quality ratings for the past two years position us as one of the top five orthopedic hospitals in the state. We offer patients a comprehensive means of securing relief from pain and achieving a higher quality of life through advanced technological and rehabilitative techniques.

In sports, even the best work to get better. At our Center for Sports Medicine, we are continually challenging ourselves to improve. We have added two outstanding physicians to our sports medicine team: Dr. David Montgomery “Monte” Hunter and Dr. Edwin C. Bartlett. Dr. Hunter brings his experience working in sports medicine with many teams. Most recently, Dr. Hunter was Team Physician for UCLA’s NCAA Division I football team, as well as other sports teams at UCLA. Dr. Bartlett was the team physician for the East Carolina University Sports Medicine Division. We have recruited physicians of their outstanding caliber and national reputation because we are committed to maintaining the finest sports medicine program in the region.

**Installing Enterprise-Wide Information Systems**

Much of the past year has been devoted to laying the foundation for sophisticated patient information systems to support the new organization. We completed system upgrades to patient accounting, medical records and patient management databases and implemented online access to the pharmacy formulary. In addition, MCG hospitals and clinics put into place a new interface engine to integrate different information systems so that the flow of information among the systems is reliable and accurate. This provides better data for decision-making and clinical support activities. We also deployed a new help desk system that enables us to provide more timely response to users within the hospitals and clinics. The ensuing reduction in downtime has helped our employees better serve patients. The new help desk system, in conjunction with recently established standards for computers, reduces the total cost of maintaining and supporting these applications.

Information is critical, especially in a hospital setting where time is short and lives are on the line. Nowhere is the use of the latest high-speed electronic communications equipment
more critical than in our Emergency Department. Here, rapid Internet access to clinical information and medical literature has become routine. Additionally, we use digital palm technology for rapid access to information needed to accurately diagnose and treat patients. The installation of a computerized patient tracking system is the latest technological advance being applied to emergency medical care. This system will allow improved tracking of patients through the emergency department and real-time monitoring of patient information such as laboratory and X-ray results.

Managing Indigent Care
In 1999, the Georgia Department of Audits and Accounts made a thorough evaluation of our financial status and prepared a report for the Budgetary Responsibility Oversight Committee. In their report, the auditors recommended that action be taken to clarify our responsibility for providing care to uninsured Georgians, to develop a basis for the state appropriations and to develop a more manageable patient acceptance policy.

To address the issues raised in the audit and to ensure that we maintain an operating margin to support the missions of the Medical College of Georgia, we organized a Board-level task force to develop policies that allow us to better manage our indigent care responsibilities. During the past fiscal year, we developed guiding principles that are consistent with federal and state legal requirements and focused first and foremost on what represents the best care for patients regardless of their ability to pay. Specifically, we foster the development of regional networks for the care of the uninsured and will assist the Georgia Department of Community Health in planning and research regarding health services delivery to the uninsured population.

Broadening the Delivery Network
Several years ago, the medical leadership of the East Georgia Health Cooperative identified diabetes as a priority. The Cooperative, which represents hospitals and community health centers and private practice groups in an underserved, nine-county area, works to enhance the quality of patient care and improve the viability of health care providers. We partnered with the Cooperative to support its diabetes case management initiative through patient, professional and continuing medical education, as well as through access to our endocrinology resources.

The Emergency Communications Center and helicopter service continue to grow and expedite access to our health system.

Serving Customers Proactively
Approximately 45 of our best employees were selected to serve on the Customer Service Leadership Group and were charged with developing the guiding vision, service themes, standards and expectations for all employees. The group developed 10 customer service standards that govern how we interact with our patients and their families, the first impressions we want to make, the kind of friendly and respectful service we provide and our attention to patient privacy and confidentiality.

Our Board of Directors, Senior Leadership Team and employees signed a statement pledging their commitment to excellence in customer service by endorsing and adhering to the customer service standards developed by the Customer Service Leadership Group. A significant amount of effort has gone into taking all of our employees through an intensive three-hour customer service training program. To reinforce positive customer relations behaviors, we publish a newsletter of the commendation letters received from patients and their families. In addition, we publish letters in which employees commend other employees for their excellence in customer service.

According to the Press Ganey patient satisfaction survey, we have increased our overall score by 2.3 points.

Fact:
The Children’s Medical Center is the state’s designated regional perinatal center. The CMC emphasizes family-centered care.
Our Contributions to Education and Research

Academic medical centers have three primary missions—patient care, education and research. To carry out these missions, academic medical centers must provide a full range of clinical services and maintain the infrastructure to foster education and research.

A percentage of the margin we generate from revenues goes to support the Medical College of Georgia’s teaching and research programs. MCG Health, Inc. ended Fiscal Year 2001 with a $21.8 million operating margin, which enabled the health system to transfer $8.7 million to the Medical College of Georgia to support its Fiscal Year 2002 education and research programs.

Hands-On Learning

We provide meaningful hands-on learning experiences that supplement and complement the second-to-none education offered by the Medical College of Georgia. Our hospitals and clinics are training grounds for those who choose to devote their lives to health care in the areas of allied health sciences, dentistry, graduate studies, medicine and nursing. We provide the opportunity for nearly 600 students to hone their patient-care skills. Those students include 89 in allied health sciences such as health information management, medical illustration, medical technology, occupational therapy, physicians’ assistant, radiologic sciences and respiratory therapy. We also help train 347 medical students and 152 nursing students. Approximately 300 residents rotated through the adult hospital and the Children’s Medical Center during Fiscal Year 2001. During the past fiscal year, we provided the Medical College of Georgia with a total of $19,074,000 to support the Medical College of Georgia’s Graduate Medical Education program, which includes interns, residents and compensation for the supervising physicians.

Our Belief in Research

MCG hospitals and clinics funded a significant amount of support expenses related to research projects. During the past fiscal year, there were 158 research programs funded by grants from foundations, industry and government that were supported by the health system. In addition, there were 113 unfunded research programs.

MCG Health, Inc. ended the year with a $21.8 million (6.8 percent) operating margin, thereby transferring $8.7 million to the Medical College of Georgia to support its education and research programs.
Year Ended June 30,
Financial Review
Statistical Summary

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<td>Operating Room Cases</td>
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| Admissions
Adult Hospital | '00 | '01 |
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| Admissions
Children’s Medical Center | '00 | '01 |
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<tr>
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| Uncompensated Care
(Dollars in millions) | '00 | '01 |
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<tbody>
<tr>
<td></td>
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<td>$131</td>
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</tbody>
</table>

| Outpatient Visits
| '00 | '01 |
|-------------------|-----|-----|
|                   | 356,322 | 364,051 |

| Emergency Services Visits
| '00 | '01 |
|-------------------------------|-----|-----|
|                               | 55,470 | 60,408 |

| Admissions
by Financial Class
2000|
| Managed Care | 9.32% |
| Medicare     | 4.86% |
| Medicaid     | 8.18% |
| Blue Cross   | 9.07% |
| Commercial   | 4.66% |
| Self Pay     | 28.04% |
| Medicaid Pending | 11.22% |
| Agency       | 2.52% |
| Campus       | 2.52% |

| Outpatient Visits
by Financial Class
2000|
| Managed Care | 13.04% |
| Medicare     | 12.60% |
| Medicaid     | 8.29% |
| Blue Cross   | 13.04% |
| Commercial   | 19.36% |
| Self Pay     | 12.60% |
| Medicaid Pending | 2.13% |
| Agency       | 1.22% |
| Campus       | 21.99% |

| Outpatient Visits
by Financial Class
2001|
| Managed Care | 12.69% |
| Medicare     | 6.81% |
| Medicaid     | 6.57% |
| Blue Cross   | 2.60% |
| Commercial   | 25.67% |
| Self Pay     | 2.26% |
| Medicaid Pending | 0.54% |
| Agency       | 19.21% |
| Campus       | 23.64% |
Balance Sheet*
MCG Health, Inc. 2001 Annual Report

At June 30, 2001

<table>
<thead>
<tr>
<th>Assets</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$65,650,105</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>7,477,335</td>
</tr>
<tr>
<td>Assets limited as to use</td>
<td>1,618,022</td>
</tr>
<tr>
<td>Patient accounts receivable, net of allowance for doubtful accounts of approximately $30,600,000</td>
<td>67,698,331</td>
</tr>
<tr>
<td>Other receivables</td>
<td>5,879,232</td>
</tr>
<tr>
<td>Inventory</td>
<td>2,032,639</td>
</tr>
<tr>
<td>Other current assets</td>
<td>1,268,140</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>151,623,804</td>
</tr>
<tr>
<td><strong>Long-term investments</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Property and equipment, net</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Investment in affiliate</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$197,316,355</td>
</tr>
</tbody>
</table>

| Liabilities and Fund Balance         |          |
| **Current Liabilities**              |          |
| Current installments of obligations under capital leases | $667,062 |
| Accounts payable                     | 9,020,829 |
| Accrued salaries and wages           | 2,697,079 |
| Accrued compensated absences         | 5,328,323 |
| Accrued expenses and other current liabilities | 6,714,293 |
| Due to related party – margin allocation | 8,721,881 |
| Due to related party                 | 1,489,336 |
| Deferred income                      | 1,618,022 |
| Estimated third-party payor settlements | 8,374,521 |
| **Total current liabilities**        | 44,631,346 |

| Commitments and contingencies        |          |
| Obligations under capital leases, net of current installments | 1,188,970 |
| **Total liabilities**                | 45,820,316 |
| **Unrestricted fund balance**        | 151,496,039 |
| **Total liabilities and fund balance** | $197,316,355 |

*Audited
## Statement of Operations and Changes
### In Fund Balance – Unrestricted Fund*

**MCG Health, Inc. 2001 Annual Report**

<table>
<thead>
<tr>
<th>Year Ended June 30,</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted revenue</strong></td>
<td></td>
</tr>
<tr>
<td>Net patient service revenue</td>
<td>$237,175,916</td>
</tr>
<tr>
<td>Indigent care trust fund revenue</td>
<td>24,018,090</td>
</tr>
<tr>
<td>Revenue from contractual services</td>
<td>36,154,655</td>
</tr>
<tr>
<td>Other operating revenue</td>
<td>18,823,596</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>$316,172,257</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>95,440,491</td>
</tr>
<tr>
<td>Employee benefits and payroll taxes</td>
<td>26,661,536</td>
</tr>
<tr>
<td>Purchased services</td>
<td>32,894,319</td>
</tr>
<tr>
<td>Utilities</td>
<td>2,983,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>2,055,330</td>
</tr>
<tr>
<td>Supply expense</td>
<td>88,562,392</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>8,200,000</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>2,413,607</td>
</tr>
<tr>
<td>Provision for bad debts</td>
<td>38,213,903</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$297,424,578</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>18,747,679</td>
</tr>
<tr>
<td><strong>Nonoperating income</strong></td>
<td></td>
</tr>
<tr>
<td>Investment income</td>
<td>3,057,022</td>
</tr>
<tr>
<td><strong>Excess of revenue over expenses before margin allocation</strong></td>
<td>21,804,701</td>
</tr>
<tr>
<td>Margin allocation</td>
<td>(8,721,881)</td>
</tr>
<tr>
<td><strong>Excess of revenue over expenses</strong></td>
<td>13,082,820</td>
</tr>
<tr>
<td><strong>Unrestricted fund balance, July 1, 2000</strong></td>
<td>138,413,219</td>
</tr>
<tr>
<td><strong>Unrestricted fund balance, June 30, 2001</strong></td>
<td>$151,496,039</td>
</tr>
</tbody>
</table>

*Audited
Donald M. Leebern, Jr. 189
Chairman of the Board
Chairman
Georgia, Alabama and Tennessee
Crown Distributing Company

Mr. Leebern has been Chairman of the Georgia, Alabama and Tennessee Crown Distributing Companies since 1992. He was named President of the companies from 1968 to 1992 after having served in a variety of sales positions with the Georgia Crown Distributing Company since 1960. Mr. Leebern is a member of the Board of Regents of the University System of Georgia.

Marilyn Y. Carter, MD 3
Partner
Augusta Associates of
Internal Medicine and Rheumatology

Dr. Carter has been a private practice physician in Internal Medicine and Rheumatology in Augusta since 1994. She is a past President of the Stoney Medical, Dental and Pharmaceutical Society in Augusta and a current member and former member of the Executive Board of the Georgia State Medical Association.

Terry D. Elam 37
President
Augusta Technical College

Mr. Elam is the President of Augusta Technical College. In addition, he is a Board member of the Walton Rehabilitation Hospital, the CSRA Classic and the American Red Cross. He serves on the Development Authority of Richmond County, the Governor’s Education Reform Commission, the Georgia Medical Center Authority and the Regional Development Center.

George Gowder, MD 26
Retired Family Physician
Union County Hospital

Dr. Gowder retired from family practice at Union County Hospital in 1985. He is a member of the American Academy of Family Practice and a former member of the American Medical Association and the Southern Medical Society.

Thomas Kelly, Jr. 589
Senior Vice President and Chief Financial Officer
MCG Health, Inc.

Mr. Kelly was named Senior Vice President and Chief Financial Officer of MCG Health, Inc. in 2000. Prior to that he held a number of accounting and financial positions with the Medical College of Georgia Hospitals and Clinics since 1973. He is a Board member of the Augusta United Way, a Board member and Treasurer of Augusta Preparatory Day School, and a member of the Augusta Kiwanis Club, Inc., Georgia Finance Committee, Savannah River Regional Diversification Initiative and the Georgia Department of Community Health Hospital Advisory Board.
Don W. King, MD  
Professor of Neurology  
Medical College of Georgia  
Director of the Epilepsy Program  
Medical College of Georgia Hospitals and Clinics  

Dr. King has served as Professor of Neurology at the Medical College of Georgia since 1987 and Director of the Epilepsy Program at the Medical College of Georgia Hospitals and Clinics since 1983. In addition, he was the Chairman of the Board of Trustees of the Physicians Practice Group during the 2000-2001 fiscal year. He is a Fellow of the American Academy of Neurology and the Epilepsy Society, and a member of the American Medical Association and the Richmond County Medical Society/Medical Association of Georgia.

Shirley A. R. Lewis, Ph.D.  
President  
Paine College  

Dr. Lewis was named the 13th President of Paine College in 1994. She is a member of the National Association of Independent Colleges and Universities, the Association of Governing Boards, the Board of Directors of the United Negro College Fund, the Board of Directors of Georgia Bank and Trust, and the Congressional Advisory Board on Historically Black Colleges and Universities.

Martin NeSmith  
Owner  
NeSmith Chevrolet-Oldsmobile-Pontiac, Inc. and NeSmith Chevrolet-Olds  

Mr. NeSmith is owner of NeSmith Chevrolet-Oldsmobile-Pontiac, Inc. of Claxton, GA, and owner of NeSmith Chevrolet-Olds of Hinesville, GA. His community activism has included serving as Board Chair of the Evans County Industrial Authority and the Coastal Conservation Association of Georgia, President of the Claxton Rotary Club, a Board member of the Evans County Chamber of Commerce, a member of the Board of Advisors for the College of Business at Georgia Southern University and a member of the Evans County Hospital Authority. He is a member of the Board of Regents of the University System of Georgia.

Daniel W. Rahn, MD  
President  
Medical College of Georgia  

Dr. Rahn was named the seventh President of the Medical College of Georgia in 2001. Previously, he was the Senior Vice President for Medical Affairs and Chief Medical Officer of MCG Health, Inc., a position he has served in since 1999. Since joining the faculty of the Medical College of Georgia in 1991, he has served as Vice Chairman and Residency Program Director for the Department of Medicine, Chief of the Section of General Internal Medicine, Director of the Center for Healthcare Improvement and Vice Dean for Clinical Affairs for the School of Medicine.

Julius Scott, Ph.D.  
Interim President Emeritus  
Medical College of Georgia  

Dr. Scott served as Interim President of the Medical College of Georgia from February 2001 to June 2001. Dr. Scott is also President Emeritus of Paine College, where he served from 1975 to 1982 and 1988 to 1994. He is a Board member of the Carnegie Council on Ethics and International Affairs, a Trustee of Andrew College, and Chair of The Atlanta University Center Board. He is Co-chair of the Advisory Committees of Penn Center and current Special Assistant to the President for Diversity Initiatives of the Medical College of Georgia.

J. Timothy Shelnut  
President and CEO  
Four Seasons Securities Inc.  

Mr. Shelnut has been President and CEO of Four Seasons Securities Inc. since 1998. Prior to that, he held a number of agency management operation and sales positions with Northern Life Insurance Company, Gulf Life Insurance Company and Penn Mutual Life Insurance Company. He serves on the Boards of Directors of The Augusta Child Advocates, the Juvenile Diabetes Research Foundation, the American Red Cross, Paine College, Augusta State University, Morris Museum, and First Union Bank in Augusta. Mr. Shelnut is a member of the Board of Regents of the University System of Georgia.
Don Snell

President and Chief Executive Officer
MCG Health, Inc.

Mr. Snell was named President and Chief Executive Officer of MCG Health, Inc. in 1999. Previously, he was President and Chief Executive Officer of The Long Island College Hospital from 1996 to 1998 and was a consultant to the organization from 1998 through 1999. From 1994 to 1996, he served in a variety of capacities at the University of Pennsylvania Health System, including Executive Director of the Hospital of the University of Pennsylvania and Presbyterian Medical Center. He held several executive leadership positions at Grady Health Systems in Atlanta and the Detroit Medical Center Hutzel Hospital. He currently serves on the Board of Directors of the University HealthSystem Consortium, the National Perinatal Information Center, Georgia Medical Center Authority and Augusta Tomorrow.

Patricia Sodomka, FACHE

Executive Vice President and Chief Operating Officer
MCG Health, Inc.

Mrs. Sodomka was named Executive Vice President and Chief Operating Officer of MCG Health, Inc. in 2000. Previously, she was Executive Director of the Medical College of Georgia Hospitals and Clinics from 1995 to 2000. She joined the staff of the Medical College of Georgia Hospitals and Clinics in 1987. She has held a number of health care administration positions at Ohio's Grant Hospital, The Children's Hospital and Riverside Methodist Hospital, and Tampa General Hospital in Florida. Mrs. Sodomka is a Fellow of the American College of Health Care Executives.

Curt M. Steinhart, MD

President and Chief Executive Officer
Physicians Practice Group

Dr. Steinhart has been President and Chief Executive Officer of Physicians Practice Group since 2000. Previously, he served in a number of faculty and administrative positions with the Medical College of Georgia, including Chief of Medicine of the Children's Medical Center from 1995 to 2000. He joined the faculty of the Medical College of Georgia Hospitals and Clinics in 1983 as Medical Director of the Pediatric Intensive Care Unit. He is a member of the American College of Physician Executives, the Society of Critical Care Medicine and the American Medical Association. He is a Fellow of the American Academy of Pediatrics, the Southern Society of Pediatric Research and the American College of Critical Care Medicine.

Margaret Taylor

Deputy to the Senior Vice Chancellors
Board of Regents
University System of Georgia

Mrs. Taylor was named Deputy to the three Senior Vice Chancellors (Academics and Fiscal Affairs, External Affairs and Facilities and Support Services) of the Board of Regents of the University System of Georgia in 2000. Prior to that, she was Deputy to the Senior Vice Chancellor for Capital Resources from 1999 to 2000. Previously, she held a number of executive positions with the Georgia Department of Medical Assistance from 1995 to 1999, and professional positions in the Department of Human Resources from 1972 to 1995.

Betty Wray, MD

Senior Vice President of Clinical Activities and Interim Dean of the School of Medicine
Medical College of Georgia

Dr. Wray is Senior Vice President of Clinical Activities and Interim Dean of the School of Medicine of the Medical College of Georgia, a post she has held since 2000. Previously, she was Vice Chairman of the Department of Pediatrics and Section Chief of Allergy-Immunology from 1985 to 2000. She joined the Medical College of Georgia faculty in 1968 as an Instructor in Pediatrics and has held successively responsible positions. She is a reviewer for The Journal of Allergy and Clinical Immunology and is on the Editorial Board for the Journal of Asthma. She is a Fellow of the American Academy of Pediatrics and the American Academy of Allergy and Immunology, and a member of the American Medical Association. She is a past President of the American College of Allergy, Asthma and Immunology.

The Board of Directors of MCG Health, Inc. wishes to thank those who served a partial year on the Board during Fiscal Year 2001: D. Douglas Barnard, Jr.; Thomas J. Coleman; Lindsay A. Desrochers; Charles H. Jones; and Francis J. Tedesco, MD.
Senior Leadership Team

Don Snell
President and Chief Executive Officer

Richard R. Bias, CHE
Vice President, Ambulatory and Network Services

William H. Boling, Jr.
General Counsel

Lynn Brown
Executive Advisor to the President/CEO

Sharon P. Faircloth
Vice President, Strategic Support

William G. Hayes IV
Vice President, Human Resources

Deborah L. Humphrey
Director, Public Relations

Thomas Kelly, Jr.
Senior Vice President and Chief Financial Officer

Angela Lambert, RN
Vice President, Patient Care Services and Chief Nursing Officer

Gregory N. Robinson
Director, Business Venture Development

Harold H. Scott
Vice President, Information Services and Chief Information Officer

Patricia Sodomka, FACHE
Executive Vice President and Chief Operating Officer for Hospital Operations

Vernon Spaulding, MD
Corporate Compliance Officer

Clinical Service Chiefs (not pictured)

(Hospitals and Clinics)

J. Peter Rissing, MD
Medical Director, Adult Hospital

Stephen M. Bonsib, MD
Pathology

Ralph J. Caruana, MD
Medicine

Lawrence D. Devoe, MD
OB/GYN

Thomas R. Gadacz, MD
Surgery

David C. Hess, MD
Neurology

Joseph Hobbs, MD
Family Medicine

Julian J. Nussbaum, MD
Ophthalmology

Dan C. Martin, MD
Anesthesiology

Larry B. Mellick, MD
Emergency Medicine

James V. Rawson, MD
Radiology

Allen L. Sisk, DDS
Hospital Dental Service

Stewart A. Shevitz, MD MSHA
Psychiatry

(Children's Medical Center)

William P. Kanto, MD
Medical Director, Children's Medical Center

C. Robert Baisden, MD
Pathology

Jatinder J. Bhatia, MD
Medicine

Michael M. Vigoda, MD
Anesthesiology

Charles G. Howell, Jr. MD
Surgery

Eric J. Howell, MD
Radiology
MCG Health, Inc.

Locations

Main Campus
1120 15th Street
Augusta, GA 30912

Center for Senior Health
2818 Hillcreek Drive
Augusta, GA 30909

Center for Sports Medicine
937 15th Street
Augusta, GA 30912

Georgia Radiation Therapy Center
821 St. Sebastian Way
Building HK
Augusta, GA 30912

Keysville Family Health Center
480A Martin Luther King Jr. Road
P.O. Box 178
Keysville, GA 30816

Outpatient Hemodialysis Unit
914 New Bailie Street
Augusta, GA 30912

Psychiatry & Health Behavior
1515 Pope Avenue
Augusta, GA 30912

Albany Health District #8, Unit 2
1306 S. Slappey Boulevard
Colony Square South
Suite B
Albany, GA 31701

Albany Rural Health Clinic
1120 W. Broad Avenue
Suite C-1
Albany, GA 31701

Phoebe Northwest
2336 Dawson Road
Albany, GA 31707

Athens Children’s Medical Services
645 Meigs Street
Athens, GA 30601

Athens Neighborhood Health Center
675 College Avenue
P.O. Box 147
Athens, GA 30603

St. Mary’s Hospital
1230 Baxter Street
Athens, GA 30606

Augusta Salvation Army Homeless Clinic
1384 Greene Street
Augusta, GA 30901

East Georgia Community Mental Health Center
3421 Mike Padgett Highway
Augusta, GA 30906

NDT/Augusta
817 Crawford Avenue
Augusta, GA 30904

Pediatric Ophthalmology Associates
2824 Hillcreek Drive
Augusta, GA 30909

Reproductive Labs of Augusta
905 15th Street
Building F
Augusta, GA 30901

Richmond County Jail – Phinizy Center
1941 Phinizy Road
Augusta, GA 30906

Richmond County Law Enforcement Center
401 Walton Way
Augusta, GA 30901

Southeast Retina Center
3685 Wheeler Road
Suites 201/202
Augusta, GA 30909

Three Springs Residential
3431 Mike Padgett Highway
Augusta, GA 30906

Pierce County Health Department
715 Ware Street
Blackshear, GA 31516

Glynn County Health Department
1609 Newcastle Street
Brunswick, GA 31520

S.E. GA Regional Medical Center
3100 Kemble Avenue
Brunswick, GA 31521

Taliaferro County Health Department
109 Commerce Street NW
P.O. Box 184
Crawfordville, GA 30631

Tri-County Community Health Center – Crawfordville
156 Alexander Street
Crawfordville, GA 30631

In addition to offering quality care at MCG sites, our physicians travel to a number of satellite clinics to meet the health needs of patients in Georgia and South Carolina.
Columbia Fairview Park Hospital
200 Industrial Boulevard
Dublin, GA 31040

Dublin Children’s Medical Services
1835A Highland Westgate
Dublin, GA 31021

Laurens County Health Department
2121 Bellevue Road
Dublin, GA 31021

Gainesville Children’s Medical Services
1856 Thomas Bridge Road
Suite 103
Gainesville, GA 30501

Tri-County Community Health Center – Gibson
437 East Main Street
Gibson, GA 30810

Augusta State Medical Prison
3001 Grovetown Highway
Grovetown, GA 30813

Jefferson County Health Department
Highway #1 North
P.O. Box 306
Louisville, GA 30434

Jefferson County Hospital
1067 Peachtree Street
Suite 101
Louisville, GA 30434

Macon – Bibb County Health Department
171 Emery Highway
Macon, GA 31201

Central State Hospital
Broad Street
Milledgeville, GA 31062

Moultrie-Colquitt Regional Medical Center
3131 South Main
P.O. Box 40
Moultrie, GA 31766

Washington County Regional Medical Center
501 Sparta Road
Suite C-1
Sandersville, GA 31082

Chatham County Health Department
1602 Drayton Street
Savannah, GA 31401

Memorial Medical Center
4700 Waters Avenue
Savannah, GA 31403

Savannah Children’s Medical Services
11706 Mercy Boulevard #8
Savannah, GA 31419

Hancock County Health Department
541-A Boland Street
P.O. Box 398
Sparta, GA 31087

Tri-County Community Health Center – Sparta
323 Hamilton Street
Sparta, GA 31087

Daisy Youth Center – Statesboro
11 South Mulberry Street
Statesboro, GA 30458

East Georgia Regional Medical Center
1499 Fair Road
P.O. Box 1048
Statesboro, GA 30458

Statesboro Children’s Medical Services
3 West Altman Street
Statesboro, GA 30458

J.D. Archbold Medical Center
915 Gordon Avenue
P.O. Box 1018
Thomasville, GA 31799

Family Eye Care Assoc. – Thomson
311 Flucker Street
Thomson, GA 30824

McDuffie County Health Department
307 Green Street
P.O. Box 266
Thomson, GA 30824

Tifton Physician’s Center
718 18th Street
Tifton, GA 31793

Daisy Youth Center – Valdosta
3527 North Valdosta Road
Valdosta, GA 31601

Valdosta Children’s Medical Services
2700B North Oak Street
Valdosta, GA 31602

Tri-County Community Health Center – Warrenton
140 Norwood Road
Warrenton, GA 30828

Warren County Health Department
510 Legion Drive
P.O. Box 322
Warrenton, GA 30828

Daisy Youth Center – Waycross
1720 Reynolds Street
Waycross, GA 31501

Burke County Health Department
332 Dogwood Drive
P.O. Box 238
Waynesboro, GA 30830

Johnson County Community Health Center
508 West Elm Street
P.O. Box 371
Wrightsville, GA 31096

Anderson Medical Child Health Center
500 North Fant Street
Anderson, SC 29621

Greenwood Genetics Center
1 Gregor Mendel Circle
Greenwood, SC 29641