Creating a World-Class Academic Medical Center

MCG Health System
About MCG Health System

MCG Health System is a virtual health system composed of MCG Health, Inc. (MCGHI), the not-for-profit corporation that manages the hospitals and clinics, the Medical College of Georgia, which provides the academic and research mission, and the Physicians Practice Group. All three groups are affiliated through a series of agreements. As part of the agreement between MCGHI and MCG, 40 percent of the operating margin generated each year by the hospitals and clinics goes to ensure that MCG can continue to fund and expand its academic and research mission.

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 Level I regional trauma unit; the Sports Medicine Center; and the Senior Health Center.
About Academic Medical Centers

As an academic medical center, MCG Health System provides exceptional patient care as well as fosters medical education and training and research.

Our physicians have the most up-to-date knowledge and training. Many of our health care professionals train the next generation of caregivers, while others conduct pioneering research that improves medical diagnosis, treatments and technology. They bring the medicine of tomorrow to patient care today.

About This Report

The theme of this report is “Creating a World-Class Academic Medical Center,” and throughout its pages, we will summarize the many efforts we are undertaking to reach our full potential.

The print advertisements displayed throughout this report address the differences between academic medical centers and community hospitals, and are a part of the new branding campaign we initiated in 2002. Our new tagline, “Tomorrow’s Medicine, Here Today,” reinforces the primacy of our patient care, and the interaction of the three missions to deliver state-of-the-art patient care.

Some of Our Clinical Services Are:

- Allergy-Immunology
- Anxiety and Panic Disorders
- Bone Marrow Transplant
- Breast Center
- Cancer Center
- Cardiology
- Children’s Medical Center
- Diabetes Care
- Craniofacial Center
- Cystic Fibrosis
- Dermatology
- Dialysis
- Ear, Nose and Throat
- Emergency Medicine
- Epilepsy
- Family Medicine
- Gamma Knife
- Gastroenterology/Hepatology
- Gynecologic Cancer Prevention Center
- Hemophilia
- Infectious Diseases
- Joint Replacement
- LASIK
- Metabolic Bone Disease
- Midwifery
- Neurology
- Neurosurgery
- Obstetrics/Gynecology
- Ophthalmology
- Otolaryngology
- Pathology
- Perinatal Center
- Pituitary Services
- Plastic Surgery
- Psychiatry
- Pulmonary Diseases
- Radiation Therapy
- Radiology
- Refractive Eye Surgery
- Rehabilitation
- Senior Health
- Sickle Cell
- Sleep Center
- Sports Medicine
- Stem Cell Transplant
- Trauma
- Travel Advisory
- Telemedicine
- Urology

Patient Statistics

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2002</th>
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<tr>
<td>Births</td>
<td>1,618</td>
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<tr>
<td>CMC Cases</td>
<td>3,825</td>
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<td>Total Operating Room Cases</td>
<td>8,903</td>
<td>8,672</td>
</tr>
<tr>
<td>Special Procedures/Endoscopy Cases</td>
<td>4,325</td>
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</table>
Financial and Operational Performance

- Increased our admissions by 9 percent over the previous year.
- Increased Emergency Room visits by 12 percent.
- Invested $64 million in short-term investments.
- Increased operating margin by 42 percent ($31 million).
- Reduced the cost per adjusted discharge by $2,069.
- Reduced accounts receivable by 12 days.
- Increased overall patient satisfaction survey scores by 1.48 points.
- Reduced our risk adjusted mortality rate from 1.12 to 1.09.

Strategic Vision

This past year, we carefully defined the path toward becoming a world-class academic medical center and identified what it would take to put us in the top quartile among our peers throughout the United States. By 2005, our vision is to be:

- among the top 25 percent of academic medical centers as measured by the University HealthSystem Consortium Key Indicator Report;
- designated by Solucient as one of the Top 100 hospitals (teaching benchmark hospital with 400+ beds);
- included as one of U.S. News & World Report’s Top 50 Hospitals in each clinical service area we have designated as a Center of Excellence;
- ranked as having all five-star programs by HealthGrades for all applicable services; and,
- placed in the upper quartile of the Press Ganey patient satisfaction survey.

To reach our desired position, we will continue to improve our operating margin, cash flow and operating efficiencies; implement support systems; apply technology; focus on clinical quality and patient satisfaction; develop world-class programs and facilities; and recruit world-class leadership, faculty and support personnel.
World-Class Faculty Recruitments

A world-class academic medical center is built around a world-class clinician-scientist faculty.

This past year, we recruited Dr. David M. Stern as the new Dean of the School of Medicine. Dr. Stern also serves as a member of our Board of Directors. This noted hematologist formerly directed the Center for Vascular and Lung Pathobiology at the College of Physicians and Surgeons of Columbia University.

We also recruited from Harvard University a highly recognized anesthesiologist, Dr. C. Alvin Head, to serve as chief of Anesthesiology.

A husband-and-wife team from Stanford University joined the faculty. Dr. David J. Terris heads the newly created Otorhinolaryngology (ear, nose and throat) clinical service, and Dr. Martha Kennedy Terris is a urologist specializing in cancer.

We recruited Dr. Jin-Xiong She to become the Director of the new Center for Biotechnology and Genomic Medicine. Dr. She is the former Director of Research for the University of Florida Diabetes Center and Director of the university’s National Institute of Diabetes & Digestive & Kidney Diseases Biotechnology Center.

Dr. Stephen C. Peiper joined us as Chairman of the Department of Pathology. He is the former Director of the Henry Vogt Cancer Research Institute of the James Graham Brown Cancer Center at the University of Louisville School of Medicine in Kentucky and Vice Chairman of the university’s Department of Pathology.

Neurosurgeon Dr. Mark Lee has built an excellent reputation for performing miracles in the operating room. Dr. Lee will head the newly created Neurosurgery Department.

Joining the Neurology Team is Dr. Kristen Harris. She comes to us from Boston University where she was a Professor in the Biology Department and Co-director of the Neuroscience Program. Previously, she was an Associate Professor in the Department of Neurology at Harvard University.

At the beginning of the fiscal year, we welcomed Dr. David Hunter, formerly the team physician for UCLA’s NCAA Division I football team as well as other UCLA teams, as the head of the Sports Medicine Center. We are pleased to report that under Dr. Hunter’s leadership, the Sports Medicine Center is rebuilding its partnerships and patient base. We are also pleased to report that Dr. Walton Wright Curl has joined the team as the Chairman of the Orthopedics Department. Previously, he was Director of the Sports Medicine Unit at Wake Forest University.

Reorganizations

We created a new department – Patient Transport Services – to provide consistently efficient and effective transport services to all adult inpatients within the hospital. The new service will free direct caregivers from this responsibility and allow them to focus on patient care.

Another new team – the Phlebotomy Team – will circulate throughout the adult hospital to draw blood from inpatients on a regular schedule. The creation of this team frees the medical technologists and nurses to be more productive in the laboratory and providing direct patient care.

Second Consecutive Year
10 Physicians Included

America’s Top Doctors
Accolades

We continue to earn a reputation of providing high-quality clinical care and exceptional customer service. For the second consecutive year, we had 10 physicians included among “America’s Top Doctors,” representing the top 1 percent of physicians in the U.S. The Children’s Medical Center received the Champions for Immunization award at the Ninth Annual Immunize Georgia’s Little Guys Conference sponsored by Children’s Healthcare of Atlanta. The Children’s Medical Center also continues to score in the 99th percentile in the Press Ganey patient satisfaction survey and to be the top-rated children’s hospital in the database.

The University HealthSystem Consortium (UHC) recognized MCG’s Radiology Department as among the top three performers in the nation. The UHC also recognized our Neuroscience Center Stroke Program as the best performer among 35 academic medical centers from around the country in the treatment of ischemic stroke.

In addition, HealthGrades, an independent health care rating company, named MCG’s Pulmonary and Stroke programs the “Best in the Region.”

The Coming Year

We have set objectives for FY 2003 that will place us yet another step closer to realizing our goal to become a world-class academic medical center by 2005. Our objectives are to:
- achieve an 8 percent total margin;
- continue to increase patient volume by 5 percent;
- reduce expected versus observed mortality rate to 1.0;
- achieve an overall patient satisfaction rate of two points above the national mean;
- reduce our accounts receivable to 68 days; and,
- reduce the cost per adjusted discharge to $7,189.03.

People Who Make a Difference

Our heartfelt appreciation goes to Dr. Betty B. Wray who retired this year. Dr. Wray brought extraordinary business, academic and medical leadership in managing health care systems as Interim Dean and Professor in the School of Medicine of the Medical College of Georgia, Chair of the Joint Conference Committee, and a member of the Planning and Development Committee of the MCG Health, Inc. Board of Directors.

Dr. David M. Stern, who has already begun to play a pivotal role in moving MCG Health System forward, is the new Dean of the School of Medicine. We are pleased to welcome Dr. Stern.

We would like to thank our patients, Board of Directors, health care providers, administrative employees, vendors and other stakeholders for their support during 2002. We begin 2003 with a clear vision of MCG Health System’s potential, and we look forward to turning our visions into reality.

Sincerely,

Donald M. Leebern, Jr.  Don Snell
Chairman of the Board  President and CEO
July 1, 2002
Medical Errors Reduced

The Food and Drug Administration estimates that approximately 1.3 million people are injured by medicine errors each year. To protect our patients from the possibility of prescription errors, we have proactively launched a campaign to “Write It Right!” The campaign has emphasized clear and legible handwriting and the elimination of abbreviations for medication names, among other practices.

Since the start of the campaign in 2001, legibility has increased 24 percent and unsafe practices, such as the use of non-uniform abbreviations, have been cut by more than half.

Technology Improves the ER

Our Emergency Department is taking advantage of technology to streamline processes that improve outcomes for our patients. The Emergency Department has improved everything from tracking patients and room vacancies to performing quick analyses and diagnoses. This has helped us see increased numbers of people in a timely manner and to arrive at appropriate health care decisions when seconds count.

A radical improvement in the quality of patient care has come about through the widespread use of wireless hand-held devices. Emergency Department physicians can identify the location of patients, recognize the nature of their problems and view test results as they move from room-to-room — all with the tap of a button.

Integrating Health Care Delivery

Through a joint venture with our practice group, the health system purchased the IDX patient access system. Once implemented, this technology will form the basis of our efforts to re-engineer our appointment processes. This automated, integrated patient scheduling and registration system will make it much easier for patients to access ambulatory care. This enterprise-wide patient access system will make the process of obtaining a doctor’s appointment much easier. The streamlined process calls for standardized front desk procedures for patient check in and check out. Automatic appointment reminders will be mailed or e-mailed to our patients along with any relevant instructions. Our patients will have a greater number of payment options and will receive comprehensive financial counseling to understand those options. Follow-up and add-on appointments will be scheduled more efficiently and in a timely manner. The new patient access system is expected to increase billing accuracy.
Maintaining Financial Stability

Over the past fiscal year, MCG Health, Inc. has continued to focus on patient volume and revenue enhancement strategies and cost containment, maintaining financial stability and driving fiscal responsibility. We have been successful in reducing our costs without adversely affecting the quality of care we deliver to our patients.

Hospital admissions for the health system exceeded the previous year by 9 percent, an excellent growth rate. The increase in admissions is largely attributed to the increase in emergency room visits. Historically, admissions resulting from emergency room visits have averaged approximately 15 percent for the past three years. Emergency room visits increased for the past year by 7,500, which resulted in approximately 1,125 additional admissions. This increase represents 69 percent of the growth in total admissions.

Emergency visits have grown nationally by 14 percent over the past decade. However, we have experienced a growth rate for the past two years of 22.6 percent since July 1, 2000. There were several initiatives launched that have contributed to the growth in emergency room visits. For example, we opened the Emergency Communication Center, established a helicopter program for hospital transfers and to facilitate the transportation of trauma victims, and marketed the Trauma Center and Emergency Department.

Cash collections from patient services for the past year exceeded our first year of operations by $10.8 million or 4.5 percent, and net patient revenue exceeded the prior year by $25.9 million or 10.9 percent.

During the past year, several performance improvements were initiated to focus on improving the revenue cycle. Senior leadership placed emphasis on the timely submission of charges for the purpose of reducing the percentage of late charges requiring re-billing. A focused team of senior leaders was charged with addressing the scheduling of patients, improving the accuracy of information captured during the registration process and the implementation of a new enterprisewide scheduling and registration system. In addition, performance improvement teams were assembled to improve the accuracy of medical coding, the management of health service contracts, and billing and collections.

We continue to refine the Work Force Management process that reviews all administrative vacancies to ensure that the workload justifies filling the position.

Another area of cost containment has been our utilization review process. Through utilization review, we provide care in the appropriate setting based on the patient’s needs. We help our patients who need long-term or acute care identify the appropriate facilities, and we facilitate their transfers.

Through a variety of process improvement initiatives, we also decreased the length of time required between surgical cases in the Operating Room in order to increase the number of patients we can accommodate.
Providing Long-Term Acute Care

By the year 2005, there will be an estimated 9 million people above the age of 65 who need long-term care. This represents an increase of more than 2 million people since 2001. MCG Health, Inc. is identifying a partner to provide a Long-Term Acute Care unit for people who have complex and chronic medical problems and individuals who are unable to take care of themselves for an extended period of time.

Forming a Unique Partnership

In January 2002, the Augusta Multiple Sclerosis Center, a joint venture of MCG Health System and Walton Rehabilitation Hospital, received official affiliation with the Georgia Chapter (Atlanta) and the South Carolina Regional Office of the Mid-Atlantic Chapter (Columbia) of the National Multiple Sclerosis Society. The joint venture represents a partnership to provide CSRA MS patients and their families with comprehensive clinical services and exceptional support by combining research and clinical leadership under one roof.

Meeting Unmet Needs

Through collaboration with the Georgia Department of Human Resources, MCG Health System now provides new crisis intervention services for Richmond County and Columbia County children and adolescents with mental illness. This partnership is an example of our ongoing efforts to broaden our health care delivery and to complete the continuum of care.

Services include professional assessment and intervention 24 hours-a-day, seven days-a-week. They also include intensive step-down services to shorten hospital stays and decrease the likelihood of readmission, as well as family-focused crisis resolution. The program provides an alternative to inpatient hospitalization.
Developing Centers of Excellence

We have developed several Centers of Excellence and are in the planning stages with others. These Centers of Excellence bring together top-notch interdisciplinary teams of physicians, the best practices in patient treatments, state-of-the-art technology and the most relevant and promising research.

Children’s Medical Center

The award-winning Children’s Medical Center continues to score above the 99th percentile in patient satisfaction compared to other pediatric facilities in the national comparison group. The Children’s Medical Center does so by continuing to offer innovative programs and services that are specifically designed with the needs of children and their families in mind.

For example, the Pediatric Sedation Program makes it easier for children to undergo a CT scan or an MRI. If a child is more relaxed and remains still during the test, we get a better test result and the child has a more positive experience.

Another example is our re-designation in December 2001 as the region’s only Level I Pediatric Trauma Center. The Children’s Medical Center has a number of facilities and services that qualify it for this designation. Among them are: 24 hours-a-day, seven days-a-week coverage by board-certified pediatric surgeons; coverage of all pediatric subspecialties such as orthopedics, neurosurgery, urology, ENT, dentistry; a completely staffed and equipped Emergency Department and operating room; Intensive Care Units; radiological services; and clinical laboratory services. We also help children and parents by regularly performing trauma prevention and community outreach services. In addition, we have expert social workers and chaplains to assist with the spiritual and emotional needs of the family experiencing a traumatic injury to their child.
Our summer camp for pediatric renal transplant patients, “Camp Independence,” is another example of serving the unique needs of pediatric patients. This camp serves children ages 6 to 18 who have kidney failure, dialysis and transplants and other chronic kidney conditions. For seven days, campers enjoy swimming, horseback riding, biking, arts, crafts and archery. The camp promotes independence and boosts the self-esteem of these young renal patients.

This year, MCG Health, Inc. assumed sponsorship of the East Central SAFE KIDS Coalition, which is part of a national organization dedicated to decreasing the morbidity and mortality caused by unintentional injury to children from birth to 14 years of age. The East Central SAFE KIDS Coalition provided Richmond and Columbia Counties with education programs in the areas of baby, bike/helmet, car, fire, firearms, home, pedestrian, poison, toy and water safety.

Neuroscience Center

In a pilot program that could dramatically reduce the extent of injury suffered by stroke patients throughout the state, the Neuroscience Center has developed a stroke telemedicine cart that allows off-site emergency medicine physicians to administer tPA. This clot busting drug is administered under the guidance of an MCG neurologist through the use of a high-resolution digital camera and a CT scan transmittal device. The Neuroscience Center and representatives of McDuffie County Hospital held a successful demonstration of the cart.

If given tPA within a three-hour window, about half of patients are back to normal within three months. Getting immediate treatment dramatically improves the odds of a better outcome. The powerful clot buster can reverse damage to the brain and significantly increase the odds of survival.

Oncology

The Georgia Radiation Therapy Center is undergoing significant improvements and additions, enabling it to increase the types of services it offers to greater numbers of cancer patients throughout the region.

Improvements include an upgrade to one linear accelerator to provide Intensity Modulated Radiation Therapy (IMRT). IMRT will give cancer patients the benefit of much greater precision and focused radiation treatment. In addition, we will purchase an additional IMRT-ready accelerator.
In Fiscal Year 2002, MCG Health, Inc. received approval from the Georgia Department of Community Health to acquire a combination CT and PET scanner with simulation capability — one of only a handful in the country and the first in the state. Once installed, the Computerized Tomography/Positron Emission Tomography Scanner will provide the best diagnostic imaging technology available for detecting cancers early, evaluating reoccurrence and showing a patient’s response to therapy. Plans are underway to expand the Georgia Radiation Treatment Center to house the CT/PET simulator.

The Gynecologic Cancer Prevention Center has been in operation for two years. Due to its growing reputation, the Center saw an increase in the number of referrals from across Georgia and from much of South Carolina during the past fiscal year. The Center focuses on patient care, teaching and research in the areas of cervical, vulvular and vaginal cancers. The program gives women an expert level of care that is unmatched in the Southeast.

**Senior Health**

During the past year, we established a geropsychiatry program to provide inpatient and outpatient treatment and nursing home consultation services. The program, led by a board-certified geriatric psychiatrist, focuses on the diagnosis and treatment of mental disorders that may occur in older adults, including dementia, depression, anxiety and late-life schizophrenia.

**Women’s Health**

The MCG Nurse-Midwives provide a service no other hospital in this area offers — childbirth alternatives for low-risk patients that are supported by one of the most comprehensive OB/GYN physician teams in the country. In addition, the nurse-midwives offer quality health care combined with personal attention for women of all ages, including teens. Some of the health care services they provide are prenatal care, intrapartum care, delivery for low-risk babies, breastfeeding counseling and support, postpartum care, massage therapy for newborns, breast examinations, menopausal care, annual well-woman exams, Pap smears and cancer screening. Due to the high demand for nurse-midwifery services, we added a fourth nurse-midwife during the year.

On July 1, 2002, we welcome aboard a fellowship-trained urogynecologist who will diagnose and treat women with urinary incontinence, pelvic floor dysfunction, voiding and bowel difficulties and vaginal prolapse.
Upgrading Information Systems

We have made great strides toward installing the necessary technological infrastructure to make it easier and quicker for our patients to do business with us and for us to meet their needs. One of the more highly visible and patient-focused projects has been the enhancement of our switchboard management system to make call handling easier, reduce hold times and streamline the process of connecting patients to clinical service areas. Through a joint venture with our practice group, the health system purchased the IDX patient access system. This automated, integrated patient scheduling and registration system will make it much easier for patients to access ambulatory care.

Another project has been the enhancement of our website – MCGHealth.org – to include more comprehensive information about the breadth and depth of our services as well as general consumer health information, from allergies to urology. Through our website, we have extended our reach considerably. For example, inquiries about treatments and services have come from as far away as Asia. As we gain national recognition, requests to link to our website or to reprint articles from our website have increased significantly. Another example is a family from St. Marys, Georgia, which is located near the Florida state line, who had such a favorable Internet relationship with physicians at the Children’s Medical Center that they decided to bring their child here for treatment instead of going to nearby hospitals in Florida.

Managing Indigent Care

We are part of a network of facilities across Georgia that provides health care to the uninsured and indigent populations. Last year, we received $24.2 million from the state’s Indigent Care Trust Fund and provided $130 million in health care services to the 8 percent of our patient population that is classified as indigent.

To facilitate an understanding of our indigent care policies and procedures, we published a simplified-language brochure that was distributed to CSRA physicians as well as our own medical faculty.
Committed to Our Community

**Economic Impact Is Great**

A study released by the Georgia Hospital Association in 2002 reveals that MCG Health System contributed $787 million to the economy of the CSRA in 2000. That included direct expenditures for supplies and equipment, household earnings, state Medicaid payments and state payments for indigent care. When combined with the economic impact of the Medical College of Georgia, the total impact exceeds $1.5 billion.

**Community Support Increases**

In addition to having a major financial impact on the economy of the CSRA, MCG Health, Inc. is a good corporate citizen and demonstrates its commitment to the residents of the CSRA by supporting a number of local health and human services organizations.

We supported the Leukemia and Lymphoma Society Light the Night Walk; CSRA Chapter of the National Parkinson’s Foundation Walkathon; WAGT-TV/Channel 26 Coat Drive to benefit the Salvation Army; Cystic Fibrosis Foundation’s Great Strides Walk; American Heart Association; American Cancer Society; CSRA Partnership for Community Health; walkathon of the Juvenile Diabetes Research Foundation; walkathon of the Mid-Atlantic Chapter of the National Multiple Sclerosis Society; and a food drive during National Nutrition Month to benefit the Golden Harvest Food Bank. We also supported the March of Dimes WalkAmerica, for which we were the fourth largest fundraiser in the CSRA the previous year. Due to the volume of our employee pledges, we were recognized by the United Way of the CSRA as being in the top 15 contributors among large employers. In conjunction with the American Red Cross, we sponsored the 18th Annual Family Health Fair.
Disadvantaged Business Enterprises Utilized

MCG Health, Inc. is actively engaged in utilizing the services of minority-owned businesses. Over the past fiscal year, a significant percentage of the goods and services purchased were secured through disadvantaged business enterprises in the Augusta area.

Employment Stewardship Rewarded

We value our employees and the contributions they make to the success of the enterprise. Our efforts to create a stellar workplace have been recognized by a number of organizations. For example, MCG Health, Inc. was named “Large Employer of the Year” by Goodwill Industries of Middle Georgia and the CSRA, and “Employer of the Year” by Easter Seals. Our Volunteer Services Department received two awards from the Georgia Society of Directors of Volunteer Services — the 2002 Volunteer Program Excellence Award for Fundraising and the In-Hospital Volunteer Program Award.
Health Care Partnerships Formed

MCG Health, Inc. entered into a Critical Access Hospital (CAH) agreement with Wills Memorial Hospital of Washington, Georgia, as its network referral partner. Like many rural hospitals, Wills Memorial has faced significant financial challenges. As a CAH, Wills Memorial will continue to see patients. However, those who are critically ill or need to stay at a health care facility for more than four days could be transferred to MCG hospitals. Through this partnership, the residents of Wilkes County will continue to receive high-quality health care at home in Washington when possible and at MCG when tertiary or quaternary care is required.

MCG is involved in a community health collaborative with Tri-County Health System to serve the medical needs of Georgia’s Warren, Hancock, Glascock and Taliaferro counties. The partnership – the Tri-County Plus Rural Health Network – includes representatives from the four community health centers, various governments and governmental agencies, local physicians, public health, emergency medical services, health and human services organizations, school systems and many others. Together these partners are pooling resources to provide a broader scope of seamless, quality care to residents of these four rural Georgia counties.
Helicopter Service Expanded

As we continue to broaden our reach and extend care to a more geographically diverse population, we have expanded our helideck to accommodate a helicopter that is permanently based on the roof of the Children’s Medical Center. The helicopter is ready at a moment’s notice to pick up and return patients who require immediate attention but are in remote areas.

Rural Health Clinic Designated

In July 2001, we opened a 2,000-square-foot Family Health Center in the medically underserved rural community of Keysville, Georgia. Prior to the opening of the clinic, Keysville residents were forced to travel at least 38 miles roundtrip to the nearest hospital.

The clinic received its Rural Health Clinic designation in January 2002 and is certified for three years. Since its opening, the Keysville Family Health Center has received 653 visits from patients looking for services such as physical exams; weight management; treatment of seasonal illnesses, allergies and minor injuries; women’s health services; health screenings; wellness classes; eye exams; and health counseling and referrals.

Outpatient Visits By Financial Class

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<td>Medicaid</td>
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<td>Blue Cross</td>
<td>6.81%</td>
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<td>Commercial</td>
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<td>Agency</td>
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<tr>
<td>Champus</td>
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Our doctors don’t read studies about the latest medical breakthroughs...they write them.

Our New Branding Campaign

This ad, the second of the image campaign series, educated consumers about the depth and breadth of our medical research and the caliber of our staff. Our physicians and medical professionals not only provide exceptional patient care, but also are among the leaders in their fields, performing research that contributes to improved methods of diagnosis, innovative treatments, and breakthroughs in the understanding and treatment of diseases.
Focusing on Our Customers

Patient/Family Centered Care a Priority

A central part of our philosophy is to provide health care that establishes a partnership among health care providers, and patients and their families to ensure that decisions respect patients’ wants, needs and preferences. Our patient and family-centered care philosophy also means that we solicit patient input on the education and support they need to make decisions and participate in their own care.

Through patient and family-centered care, we:

• provide physical comfort and emotional support;
• promote shared medical decision-making;
• treat each person as an individual by understanding their needs and expectations; and,
• attend to the needs of those who care for and love the patient.

How? By customizing information, communication and education to the individual needs of the patient. We help patients develop self-management skills. We ensure that caregivers are culturally sensitive. And, most importantly, we make sure that patients and their families have positive experiences.

There are a number of patient and family-centered initiatives underway. For example, during the past fiscal year, we started Tea At Two on Four. Families of pediatric patients are invited to have tea on the first and third Wednesdays of each month at 2 p.m. in the 4th floor family lounge of the Children’s Medical Center. This is a respite time for parents to relax, take a break and enjoy social interaction with other parents.

Another example is the Wee Can Ski program. Each summer, medically and physically-challenged children, those who are forced to spend so much time watching others from the sidelines, enjoy a day of water skiing with the help of volunteers. The program is in its fourth year of operation.
When 12-year-old Tommy can’t understand why his physically handicapped younger brother gets all of the family’s attention, the Sibshops program is there to help. The Sibshops program is for the 7 to 15-year-old siblings of children with special health and developmental needs. These are lively workshop sessions that provide peer support and education.

**Master Facilities Plan Unveiled**

MCG Health, Inc. unveiled plans for a $252 million facelift to advance its strategic, operational, functional and financial imperatives to become a world-class academic medical center. The plan calls for re-routing Harper Street and assumes that St. Sebastian Way would eventually connect to downtown in three to five years. A shared parking deck would be built for patients and visitors on what is now the Veterans Administration Hospital parking lot. A new front door to the hospital complex would open onto a circular drive on the re-routed Harper Street.

Patients would be able to enter the hospital from the parking deck via a second story walkway. Upon entry to the hospital complex, patients/visitors would find themselves on the second floor of a two-story atrium with an escalator to take them to the new lobby on the ground floor/street level. The second floor of the hospital would retain the “Main Street” high-traffic patient/visitor services. A key consideration is the improvement of signage and way finding.

**Customer-Focused Renovations Completed**

In an effort to improve the quality of patient care, we have renovated and relocated a number of patient care service areas over the past fiscal year.

In January 2002, we opened a second Adult Catheterization Laboratory complete with a state-of-the-art imaging system that reduces the amount of radiation exposure to patients as well as to the doctors, nurses and technicians who operate it. The new imager also holds more weight.

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**Our New Branding Campaign**

The best teachers never stop learning.

The final ad in the image campaign series focused on our teaching mission, not only on our commitment to training the next generation of doctors, but also how our physicians and researchers keep medicine moving forward by sharing their knowledge of the latest medical advances with their peers and the community.
We moved the Same Day Care Unit, also known as Day Surgery, and combined it with the post-surgical observation area to ensure that families and friends can remain stationary while waiting and caring for their loved ones. This relocation allowed us to add observation beds so we can accommodate additional patients. The move from a ground floor, high traffic area also helped to preserve patient privacy. With this move, we were able to free up space to expand the operating room holding area.

In recent years we have seen a growth in the number of cancer patients, to the extent that our patient population was outgrowing our waiting area. As a result, we were hard-pressed to preserve patient privacy. We solved these problems by constructing a new and modern waiting area that is more comfortable for our patients and their families.

In January we renovated the 15th Street Parking Deck, reversing the patient/visitor side of the deck with the employee side to allow patients and visitors to have closer access to the hospital. We also reconfigured the entrances and exits to ease patient and visitor drop off and pick up.

**Cultural and Language Needs Addressed**

Can you imagine if you or a loved one were ill and unable to communicate with your physician and other caregivers? In Georgia and South Carolina this is increasingly becoming a reality as both states grow more culturally and ethnically diverse. The Hispanic population is growing particularly fast. MCG Health System formed a 24-member task force of racially and ethnically diverse employees and patients to identify the needs of culturally and linguistically diverse patients and their families. This group has planned for ways to meet those needs, including bilingual literature and forms, sensitivity training and resources, and an expansion of our interpretation services.

**Patient Satisfaction Scores Improving**

Our effectiveness as a patient and family-centered organization is best measured by the results of the Press Ganey patient satisfaction survey. According to this national survey that compares us with our peers, we increased our overall score by 1.48 points.

Notable performance has been achieved in a couple of areas. The Children’s Medical Center is the top-rated children’s hospital in the Press Ganey database and scores in the 99th percentile. Our Georgia Radiation Therapy Center is one of the top radiation oncology facilities in the database and scores in the 94th percentile. Our Outpatient Test and Treatment areas had a steady and consistent increase in patient satisfaction scores.
MCG’s mission is to improve health and reduce the burden of illness in society. We do this by educating the next generation of health care professionals and by fostering research and discovery, in addition to providing a full range of clinical services to our patients. A percentage of the operating margin generated by the hospitals and clinics is used to support the academic and research missions. MCG Health, Inc. ended the fiscal year with a $31 million margin. This enabled us to transfer more than $12.5 million to the Medical College of Georgia.

In the area of education, we provide the opportunity for more than 600 students to hone their patient-care skills. Those students include 123 in allied health sciences such as health information management, medical technology, occupational and physical therapy, radiologic sciences and respiratory therapy. We also help train 347 medical students and 143 nursing students. Approximately 320 residents rotated through the adult hospital and the Children's Medical Center during Fiscal Year 2002. In addition, we provided the Medical College of Georgia with approximately $21 million to support its Graduate Medical Education program, which encompasses interns and residents and compensation for the supervising physicians.

MCG Health, Inc. contributed to overhead and expenses on 72 of the 300 research projects awarded to the Medical College of Georgia during the fiscal year.
### Balance Sheet*  

**At June 30, 2002**

#### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
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<tr>
<td>Cash and cash equivalents</td>
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<td>Short-term investments</td>
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<tr>
<td>Assets limited as to use</td>
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<tr>
<td>Patient accounts receivable, net of allowance for doubtful accounts of approx.</td>
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<tr>
<td>$26,545,000</td>
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<tr>
<td>Other receivables</td>
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<tr>
<td>Inventory</td>
<td>1,944,317</td>
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<td>Other current assets</td>
<td>1,263,554</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>167,662,096</td>
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<tr>
<td><strong>Assets limited as to use, long-term</strong></td>
<td>1,600,000</td>
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<tr>
<td><strong>Long-term investments</strong></td>
<td>9,663,030</td>
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<tr>
<td><strong>Capital assets, net</strong></td>
<td>44,095,494</td>
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<tr>
<td><strong>Investment in affiliates</strong></td>
<td>823,660</td>
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<tr>
<td><strong>Total assets</strong></td>
<td>223,844,280</td>
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#### Liabilities and net assets

<table>
<thead>
<tr>
<th>Description</th>
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<tr>
<td><strong>Current liabilities</strong></td>
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<tr>
<td>Current installments of obligations under capital leases</td>
<td>$763,381</td>
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<tr>
<td>Accounts payable</td>
<td>6,390,932</td>
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<tr>
<td>Accrued salaries and wages</td>
<td>3,894,533</td>
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<tr>
<td>Accrued compensated absences</td>
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<td>Accrued expenses and other current liabilities</td>
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<tr>
<td>Due to related party – margin allocation</td>
<td>12,392,488</td>
</tr>
<tr>
<td>Due to related parties</td>
<td>3,365,375</td>
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<tr>
<td>Deferred income</td>
<td>2,144,591</td>
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<tr>
<td>Estimated third-party payor settlements</td>
<td>8,425,000</td>
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<td><strong>Total current liabilities</strong></td>
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<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Commitments and contingencies</strong></td>
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<tr>
<td>Obligations under capital leases, net of current installments</td>
<td>759,014</td>
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<td><strong>Total liabilities</strong></td>
<td>51,559,509</td>
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<tr>
<td><strong>Unrestricted net assets</strong></td>
<td>172,284,771</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>223,844,280</td>
</tr>
</tbody>
</table>

*Audited
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td><strong>Unrestricted revenue</strong></td>
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<tr>
<td>Net patient service revenue</td>
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<tr>
<td>Indigent care trust fund revenue</td>
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<td>Revenue from contractual services</td>
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<td>Other operating revenue</td>
<td>23,490,215</td>
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<td><strong>Total revenue</strong></td>
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<td><strong>Expenses</strong></td>
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<td>Salaries and wages</td>
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<td>Employee benefits and payroll taxes</td>
<td>31,518,185</td>
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<td>Purchased services</td>
<td>34,757,259</td>
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<td>Utilities</td>
<td>2,398,996</td>
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<td>Insurance</td>
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<td>Supplies expense</td>
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<td>Depreciation and amortization</td>
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<td>Provision for bad debts</td>
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<td>Collections expense</td>
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<td>Strategic initiatives</td>
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<td><strong>Total expenses</strong></td>
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<tr>
<td><strong>Operating income</strong></td>
<td>25,838,327</td>
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<td><strong>Nonoperating income</strong></td>
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<tr>
<td>Investment income</td>
<td>2,648,508</td>
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<tr>
<td>Net gain on disposal of property and equipment</td>
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<tr>
<td><strong>Total nonoperating income</strong></td>
<td>5,142,893</td>
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<tr>
<td><strong>Excess of revenue over expenses before margin allocation</strong></td>
<td>30,981,220</td>
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<tr>
<td>Margin allocation</td>
<td>(12,392,488)</td>
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<td><strong>Excess of revenue over expenses</strong></td>
<td>18,588,732</td>
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<td><strong>Unrestricted net assets, July 1, 2001</strong></td>
<td>151,496,039</td>
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<tr>
<td>Contribution from related party</td>
<td>2,200,000</td>
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<tr>
<td><strong>Unrestricted net assets, June 30, 2002</strong></td>
<td>$172,284,771</td>
</tr>
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*Audited
Donald M. Leebern, Jr.
Chairman of the Board and Chairman, Georgia, Alabama and Tennessee Crown Distributing Company

William H. Boling, Jr.
General Counsel, MCG Health, Inc.

Marilyn Y. Carter, M.D.
Partner, Augusta Associates of Internal Medicine and Rheumatology

Ralph J. Caruana, M.D.
Senior Vice President and Chief Medical Officer, MCG Health, Inc.

William H. Cleveland, M.D.
Clinical Associate Professor and Attending Physician in Nephrology, Morehouse School of Medicine

Terry D. Elam
President, Augusta Technical College

George Gowder, M.D.
Retired family physician at Union County Hospital

Rhonda Graybeal
President, Hang-Ups Custom Framing and Art Gallery

Margaret (Lou) Guill, M.D.
Professor of Pediatrics, Medical College of Georgia and Chairperson, Physicians Practice Group

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

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President, Paine College

Thomas C. Meredith, Ed.D.
Chancellor, University System of Georgia

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

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President, Medical College of Georgia

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

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

Don Snell
President and Chief Executive Officer, MCG Health, Inc.

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

Curt M. Steinhart, M.D.
President and Chief Executive Officer, Physicians Practice Group

David M. Stern, M.D.
Dean, School of Medicine, Medical College of Georgia

Margaret Taylor
Deputy to the Senior Vice Chancellors of the Board of Regents, University System of Georgia
Senior Leadership Team

From left to right: Harold H. Scott, Gregory N. Robinson, Richard R. Bias, CHE, Detria Austin, Deborah L. Humphrey, Sandra I. McVicker, William H. Boling, Jr., Don Snell, Regina V. Maier, Ralph J. Caruana, M.D., Sheila K. O’Neal, William G. Hayes IV, Patricia Sodomka, FACHE, Thomas Kelly, Jr. and Angela Lambert, R.N.

Don Snell, President and Chief Executive Officer
Detria Austin, Executive Advisor to the President and CEO
Richard R. Bias, CHE, Vice President, Ambulatory and Network Services
William H. Boling, Jr., General Counsel
Ralph J. Caruana, M.D., Senior Vice President and Chief Medical Officer
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, R.N., Vice President, Patient Care Services and Chief Nursing Officer
Regina V. Maier, Corporate Compliance Officer
Sandra I. McVicker, Director, Clinical Resource Management Program
Sheila K. O’Neal, Vice President, Strategic Support
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

Clinical Service Chiefs

From left to right: Joseph Hobbs, M.D., Jatinder J. Bhatia, M.D., Lawrence D. Devoe, M.D., William P. Kanto, M.D., Peter Buckley, M.D., C. Alvin Head, M.D., Thomas R. Gadacz, M.D., Charles G. Howell, Jr., M.D., Eugene K. Betts, M.D.

Hospitals and Clinics

J. Peter Rissing, M.D., Medical Director, Adult Hospital
Peter Buckley, M.D., Psychiatry
Ralph J. Caruana, M.D., Medicine (Interim)
Lawrence D. Devoe, M.D., OB/GYN
Thomas R. Gadacz, M.D., Surgery
C. Alvin Head, M.D., Anesthesiology
David C. Hess, M.D., Neurology
Joseph Hobbs, M.D., Family Medicine
Mark Lee, M.D., Neurosurgery
Larry B. Mellick, M.D., Emergency Medicine
Julian J. Nussbaum, M.D., Ophthalmology
Stephen C. Peiper, M.D., Pathology
James V. Rawson, M.D., Radiology (Interim)
Allen L. Sisk, DDS, Hospital Dental Service

Children’s Medical Center

William P. Kanto, M.D., Medical Director, Children’s Medical Center
Jatinder J. Bhatia, M.D., Medicine
Eugene K. Betts, M.D., Anesthesiology
Charles G. Howell, Jr., M.D., Surgery
Eric J. Howell, M.D., Radiology
John Steele, M.D., Pathology
MCG Health System physicians not only practice at our main campus and outreach clinics, they also see patients at satellite clinics across Georgia and South Carolina. All locations follow.

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
<th>City, State</th>
<th>Zip Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCG Hospitals and Clinics</td>
<td>1120 15th Street</td>
<td>Augusta, GA</td>
<td>30912</td>
</tr>
<tr>
<td>Georgia Radiation Therapy Center</td>
<td>821 St. Sebastian Way</td>
<td>Augusta, GA</td>
<td>30912</td>
</tr>
<tr>
<td>Keysville Family Health Center</td>
<td>480A Martin Luther King Jr. Road</td>
<td>Keysville, GA</td>
<td>30816</td>
</tr>
<tr>
<td>MCG Children's Medical Center</td>
<td>1446 Harper Street</td>
<td>Augusta, GA</td>
<td>30912</td>
</tr>
<tr>
<td>MCG Eye Care Associates</td>
<td>2824 Hillcreek Drive</td>
<td>Augusta, GA</td>
<td>30909</td>
</tr>
<tr>
<td>MCG Psychiatry &amp; Behavioral Health</td>
<td>1515 Pope Avenue</td>
<td>Augusta, GA</td>
<td>30912</td>
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<tr>
<td>MCG Senior Health Center</td>
<td>2818 Hillcreek Drive</td>
<td>Augusta, GA</td>
<td>30909</td>
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<tr>
<td>MCG Sports Medicine Center</td>
<td>937 15th Street</td>
<td>Augusta, GA</td>
<td>30912</td>
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<tr>
<td>Albany Children's Medical Services</td>
<td>1306 South Slappey Boulevard</td>
<td>Albany, GA</td>
<td>31701</td>
</tr>
<tr>
<td>Albany Rural Health Clinic</td>
<td>1120 West Broad Street</td>
<td>Albany, GA</td>
<td>31701</td>
</tr>
<tr>
<td>Anderson Medical Center - Child Health Center</td>
<td>500 North Fant Street</td>
<td>Anderson, SC</td>
<td>29621</td>
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<tr>
<td>Archbold Medical Center</td>
<td>910 South Broad Street</td>
<td>Thomasville, GA</td>
<td>31792</td>
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<tr>
<td>Athens Neighborhood Health Center</td>
<td>675 College Avenue</td>
<td>Athens, GA</td>
<td>30603</td>
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<tr>
<td>Augusta Hills Nursing Home</td>
<td>2122 Cumming Road</td>
<td>Augusta, GA</td>
<td>30904</td>
</tr>
<tr>
<td>Augusta State Medical Prison</td>
<td>3001 Grovetown Highway</td>
<td>Grovetown, GA</td>
<td>30813</td>
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<tr>
<td>Beverly Manor</td>
<td>1600 Anthony Road</td>
<td>Augusta, GA</td>
<td>30904</td>
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<td>Blackshear Family Practice</td>
<td>120 Carter Avenue</td>
<td>Blackshear, GA</td>
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<tr>
<td>Blackshear Family Practice</td>
<td>410 Alice Street</td>
<td>Waycross, GA</td>
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<tr>
<td>Burke County Health Department</td>
<td>332 Dogwood Drive</td>
<td>Waynesboro, GA</td>
<td>30830</td>
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<tr>
<td>Central State Hospital</td>
<td>Broad Street</td>
<td>Milledgeville, GA</td>
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<tr>
<td>Children's Medical Services</td>
<td>645 Meigs Street</td>
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<tr>
<td>Children's Medical Services</td>
<td>1835A Highland Westgate</td>
<td>Dublin, GA</td>
<td>31021</td>
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<tr>
<td>Children's Medical Services</td>
<td>3 West Altman Street</td>
<td>Statesboro, GA</td>
<td>30458</td>
</tr>
<tr>
<td>City of Keysville</td>
<td>480 Martin Luther King Jr. Road</td>
<td>Keysville, GA</td>
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<td>Columbia Fairview Park Hospital</td>
<td>200 Industrial Boulevard</td>
<td>Dublin, GA</td>
<td>31040</td>
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<tr>
<td>Community Healthcare Systems Inc.</td>
<td>Johnson County CHC</td>
<td>508 West Elm Street</td>
<td>Wrightsville, GA</td>
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<tr>
<td>Daisy Youth Clinic</td>
<td>11 South Mulberry Street</td>
<td>Statesboro, GA</td>
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<td>Daisy Youth Clinic</td>
<td>1720 Reynolds Street</td>
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<td>Family Eye Care Associates</td>
<td>311 Flucker Street</td>
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<td>321 Bacon Street</td>
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<td>Family Eye Care Center - North Augusta</td>
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<td>North Augusta, SC</td>
<td>29841</td>
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<tr>
<td>Forrest Lake Health Center</td>
<td>409 Pleasant Home Road</td>
<td>Martinez, GA</td>
<td>30907</td>
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<td>Gainesville Children's Medical Services</td>
<td>1856 Thomas Bridge Road</td>
<td>Gainesville, GA</td>
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<td>Glynn County Health Department</td>
<td>1609 Newcastle Street</td>
<td>Brunswick, GA</td>
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<tr>
<td>Greenwood Community Children's Center</td>
<td>1 Gregor Mendel Circle</td>
<td>Greenwood, SC</td>
<td>29641</td>
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</table>
Hancock County Health Department
54A Boland Street
Sparta, GA 31087

Jefferson County Health Department
US Highway #1 North
Louisville, GA 30434

Jefferson County Hospital
1067 Peachtree Street
Louisville, GA 30434

Jennings Healthcare Inc.
3235 Deans Bridge Road
Augusta, GA 30906

Laurens County Health Department
2121 Bellevue Road
Dublin, GA 31021

Macon/Bibb County Health Department
171 Emory Highway
Macon, GA 31201

McDuffie County Health Department
307 Greenway Street
Thomson, GA 30824

McDuffie County Partners for Success
1119 Whiteoak Road
Thomson, GA 30824

Memorial Health University Medical Center
4700 Waters Avenue
Savannah, GA 31404

Moultrie-Colquitt Regional Medical Center
3131 South Main
Moultrie, GA 31774

NDT Pediatric Therapies
425 East Grady Street
Statesboro, GA 30458

Okefenokee Satilla Regional Medical Center
410 Darling Avenue
Waycross, GA 31501

Phoebe North - Phoebe Putney Medical Center
2336 Dawson Road
Albany, GA 31707

Reproductive Labs LLC
905 15th Street
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

Salem Nursing Home & Rehabilitation Center
P.O. Box 5776
Augusta, GA 30905

Salvation Army Family Medicine Clinic
1384 Greene Street
Augusta, GA 30901

Southeast Georgia Regional Medical Center
3100 Kemble Avenue
Brunswick, GA 31521

South Georgia Medical Center: CMS Clinic
2700B North Oak Street
Valdosta, GA 31602

Southeast Retina Center
3685 Wheeler Road
Augusta, GA 30909

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

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

Taliaferro County Health Department
109 Commerce Street NW
Crawfordville, GA 30631

Three Rivers Residential Center
3431 Mike Padgett Highway
Augusta, GA 30906

Tift General Hospital
718 218th Street
Tifton, GA 31793

Tri-County Health System Inc.
156 Alexander Street
Crawfordville, GA 30631

Tri-County Health System Inc.
437 East Main Street
Gibson, GA 30810

Tri-County Health System Inc.
323 Hamilton Street
Sparta, GA 31087

Tri-County Health System Inc.
140 Norwood Road
Warrenton, GA 30828

Ware County Health Department
604 Riverside Avenue
Waycross, GA 31501

Warren County Health Department
510 Legion Drive
Warrenton, GA 30828

Washington County Regional Medical Center
501 Sparta Road
Sandersville, GA 31082

West Lake Manor
820 Stevens Creek Road
Augusta, GA 30907

Windermere Nursing Home
3618 Dewey Gray Circle
Augusta, GA 30909