For more than a century, Piedmont Healthcare has been a recognized leader in delivering expert care. Last year, Piedmont served nearly two million patients—performing more than 50,570 surgeries, delivering 9,801 babies, providing 548,016 outpatient encounters, completing 261 organ transplants and handling 280,144 emergency room visits. For most, that would be a great track record. For us, it’s a good start.

Last fall Piedmont received an important wake-up call regarding some of our publicly reported quality data when a third-party consumer education group published its Hospital Quality Report Card. While it was primarily based on historical, publicly reported data, it didn’t reflect our expectations for patient care. Piedmont responded by accelerating our quality and safety agenda, using the same methodology as the outside group to measure improvements. We set a target of “A by May”—meaning we’d have all five of our hospitals performing at an “A” level—like those of the best performers nationally. Hundreds of Piedmont staff, nurses and physicians rallied and, I am very proud to say, we achieved our goal.

During FY15 our Strategic Transformation And Resource Stewardship (STARS) initiative really took off and saw great results. Through STARS, we hit stewardship from all angles—supply costs, process efficiency and revenue cycle proficiency. These three combined allowed us to meet our initial target of $150 million of cost savings or revenue improvement. We are now recommitting to the vision and the vigor and moving on to our next goal. I’m thrilled to see ongoing STARS process improvement becoming a part of our culture at Piedmont.

This has been heavily influenced by our Quality and Process Improvement (QPI) program—a six-month intensive program for Piedmont leaders to help them learn principles that will lead to more efficient processes, cost savings, better decision making, higher level of collaboration and ultimately a stronger organization. The program incorporates techniques from Lean, Six Sigma, change management, systems thinking and human factors design. In June, 40 Piedmont leaders graduated from the program, bringing the total number of Piedmont leaders who have Black Belt status to 113.

Employee engagement was a huge focus for leaders in FY15. The second half of FY14 was tough for us. We had several significant changes—some within our control and others without—that had an enormous impact on overall employee morale. We heard about it in our Employee Engagement Survey as well as in large and small employee forums. We also committed to fix it.

To our stakeholders:

We have just finished a remarkable FY15. In fact, this was one of the strongest—if not the strongest—in Piedmont’s history. First, and most importantly, our collective Quality, Safety and Service measures are better than they’ve been in recent years, reaffirming our commitment to our communities to provide high-quality, patient-centered care. I don’t believe it’s a coincidence that we also had a very successful year—one of our best ever—financially in FY15. I have long seen a close connection between improving quality and controlling costs. Finally, we recently received the results of our FY15 Employee Engagement Survey, learning that we improved our engagement scores by more than 12 percent, up nine points across the system.
I believe in better

Our people are the heart of Piedmont Healthcare. Each day, thousands of Piedmont employees arrive at work determined to make things better for our patients and residents of the communities we serve. At every level, from surgeons to administrative staff, our people strive to fulfill the Piedmont Promise of providing the highest quality service in a safe, secure and caring environment. With our talent, skills and resources, we have helped Piedmont become a healthcare leader in the region. We have also helped to alleviate our patients’ fear, increase their understanding of complex healthcare issues and empower them to take charge of their health. It’s our belief in always doing better for our patients and the community that sets Piedmont apart.

Kevin Brown
President and CEO, Piedmont Healthcare

these intentional and concerted efforts, our employee engagement scores soared. The Advisory Board—the vendor partner who conducts our engagement survey—indicated that our two percent improvement goal would be a stretch. The nine-point improvement blew us all away.

Finally, as I indicated, our audited financials will show FY15 was a fantastic year. I believe financials are not just about finances. Quality and employee engagement also help finances. High-quality care is less expensive to deliver. Engaged employees help save money and increase revenue. All of these elements work together to create a strong organization and a strong Piedmont community.

In addition to these internal gauges, we are making great strides to assist the consumer—our patients—with better information and access to Piedmont. A little more than a year ago, we became the second healthcare system in the United States to publish real patient ratings and reviews of our physicians on our public website. The results have been phenomenal. Not only are we now recognized as a transparency leader in the country, our 700 or so physicians who have this feature on their web profile maintain a Google search result of 1st or 2nd and our average physician profile page views have increased by more than 2,000 percent.

We also launched an online scheduling pilot for a small group of physicians, with a goal of having all of Piedmont’s primary care physicians live with this functionality by the end of 2015. The feature allows patients to view appointment availability and select the one that best fits their schedule, much like a consumer would make a dinner reservation on OpenTable. With only eight physicians piloting the project, we’ve captured more than 100 new patients with almost no marketing of the service.

We are exploring lots of other new and innovative ways to help consumers as they access, choose and experience Piedmont. We are getting close to introducing a virtual visit/telemedicine option for consumers, and Piedmont will be first health system in the Atlanta market with this offering.

Piedmont continues to grow strategically—both in acquisitions and partnerships. The Piedmont WellStreet Urgent Care collaboration has proven to be a smart call as they help provide our patients with an additional access option and continue to explore new locations. Our affiliate relationships with MD Anderson Cancer Network® for cancer care and Cleveland Clinic for cardiac care strengthen the clinical bandwidth for Piedmont patients. We are proud that both of these organizations chose us to be their exclusive partner for our area. In addition, the anticipation of bringing Newton Medical Center into the Piedmont family as our sixth hospital strengthens our ability to serve the communities to the east of Atlanta.

None of this would be possible without the tremendous support we receive from our physicians and clinical leaders. We have about 150 physicians who have participated in what is now the R. Timothy Stack Piedmont Leadership Academy, demonstrating their commitment to working with administrative leaders to move Piedmont forward. We are blessed to have their talent, insight and collaboration at every front.

If you’ve made it this far in my letter, it is no surprise to you that the remarkable success on all fronts makes me incredibly proud to be a part of Piedmont. I’m proud to partner with our clinicians on all levels of the organization, and I’m proud of the way our leaders pulled together to inspire great results.

It is a great day at Piedmont, and we’re privileged to be the preferred high-quality, patient-centered healthcare provider for our communities.

Kevin Brown
President and CEO, Piedmont Healthcare
Unsurpassed clinical programs are what set Piedmont apart.

“I believe in better treatment for patients with valvular heart disease. Our integrated center delivers a compassionate, thoughtful and cutting-edge approach to therapy.”

- Federico Milla, M.D., Marcus Heart Valve Center Surgeon

The Marcus Heart Valve Center offers patients a unique, integrated experience. Our collaborative approach to patient care in a compassionate, supportive environment contributes to superior outcomes. All patients have access to our groundbreaking patient navigator program, which guides them and their families through their treatment path. In addition, our online learning center helps inform patients and physicians about valve issues and advancements in care.

The Institute is among the top 15% nationally in overall abdominal transplant volumes. Median wait times at Piedmont Transplant Institute are less than the U.S. median wait time.

“I believe in better because it’s the foundation of everything we do for patients. We help them connect the dots and we’re there to hold their hand when needed.”

- Arrington Leitch, BSN, RN, Cancer Patient Navigator

Because of Piedmont’s long-standing commitment to quality cancer care, last year we became the only Georgia affiliate of the MD Anderson Cancer Network®, a program of MD Anderson Cancer Center. Piedmont physicians have undergone a rigorous credentialing process, use best practices developed by the nation’s leading cancer center, and consult on and review cases with their peers at MD Anderson to deliver high-quality cancer care. Affiliation with MD Anderson enables residents in the southeast to receive the best of what we offer locally with the expertise of a national leader.

“I believe in a better transplant program that provides a personal, caring and compassionate, life-changing experience for every organ recipient and living donor.”

- Megan Parker, BSN, RN, Transplant Coordinator

Since 1987, the Piedmont Transplant Institute has provided second chances to more than 3,600 patients in need of liver and pancreas transplants. Our program is growing steadily and we are adding physicians who are pioneers in the latest organ transplant procedures. The Piedmont Transplant Institute continues to receive national recognition for its success in patient outcomes, shorter wait times and high patient satisfaction ratings.

The Center drew over 4% of patients from out of state since its January 2014 inception. 647 valve procedures performed, including surgical repair and replacement, transcatheter aortic valve replacement (TAVR) and MitraClip.

16 world-class multidisciplinary physicians.

Piedmont is 1 of 14 MD Anderson affiliates in the country. 26 Piedmont physicians credentialed by MD Anderson Cancer Network® in FY15.
Delivering the highest quality patient experiences is at the heart of all we do.

“Nurses’ training now really emphasizes our culture of patient safety. I believe these young nurses will continue to embrace and improve our standards.”
- Thomas Anderson, RN, Staff Nurse, Open Heart

In 2011, Piedmont began implementing a comprehensive program called Always Safe to fulfill our Promise of making safety a priority. Since then, our employees have worked diligently to make it a reality. In addition to safety training for all employees, we instituted daily safety huddles and put processes in place to learn from and correct errors. We standardized equipment, equipment training and maintenance throughout the system. We also developed electronic alerts that identify patients who may be septic and prompt caregivers to implement a set of best practice care orders. And, we engaged our patients in a hand hygiene pilot program called Catch Me Clean, in which they’re encouraged to ask employees to wash their hands.

“I believe in the commitment Piedmont has made to improving safety and enhancing patient care. The results speak for themselves in our rising patient satisfaction scores.”
- Martha Carr, RN, Senior Director of Clinical Care, Piedmont Physicians

These and other efforts are aimed at reducing the number of serious safety events to zero. We believe that goal is achievable throughout the Piedmont system. Safety has become ingrained in our culture and we seek to hire people who fit into that culture. Therefore, we expanded our nurse residency program, and we’re now able to hire nurses earlier in their careers and train them in our processes—essentially growing our own within Piedmont—to strengthen and support our culture of safety.

As a result of good hiring, processes and practices, our patient satisfaction scores have gone up while the number of errors and hazards has gone down.

77% improvement in serious safety events since starting the Always Safe program in 2011.

The Medicare hand hygiene goal is 90% compliance, but Piedmont’s current compliance averages at nearly 99%.

Nearly 3X as many employees now participate in our Culture of Safety survey versus FY13. As a system, we have surpassed the Agency for Healthcare Research and Quality’s benchmark for each category.
We’re helping more people by providing the right place for care—at the right time.

“We believe patients should only go to the hospital for complex care. Therefore, we’re working to provide more places where they can get the appropriate level of care quickly and conveniently. We’ve invested in approximately 150 physician practices and outpatient centers to give patients more choices. Our partnership with WellStreet in eight locations across metro Atlanta is a good example. Patients can walk into these urgent care centers without an appointment and receive treatment for non-life-threatening conditions. At the same time, we’ve greatly reduced wait times in our emergency departments, and we are publishing these wait times on our website.”

Outpatient encounters
IN THOUSANDS

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<th>FY13</th>
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<td>457.9</td>
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Piedmont has had over 90,000 more patient encounters in FY15 than in the last two years.

“When I think about Piedmont, I believe in better healthcare. Care is our profession and the fact that we have multiple facilities makes better care more readily accessible.”

- Eddie Buck, Patient Access Team Lead

“We’ve made access to care more convenient by providing one number to call for same day primary care and cardiac appointments and we’ve extended office hours so physicians can see more patients. To further increase access options for our patients, we’ve created Piedmont On Call, which will make virtual visits with a physician available for the first time in our region. Patients will soon be able to use a tablet or smart phone to contact a physician and receive care, including basic triage, diagnosis, treatment instructions and prescriptions. To add even more convenience for our patients, by the end of 2015 patients will be able to schedule appointments online with any of our employed physicians. Since October 2014, our pilot program has already booked 420 appointments and 102 new patients.”

With only 14 physicians live our new online scheduling system has handled 420 appointments and 102 new patients since October 2014.
We are careful stewards of the community’s assets.

“...each time we walk in the door to provide care.”
- Stacy Brown, BSN, RN, Manager of Clinical Services, Piedmont Heart

As a not-for-profit, community healthcare system, Piedmont is charged with stewardship of our assets and resources so we can continue to serve our communities. To be the most effective stewards, we initiated an umbrella program for performance improvement called STARS, which stands for Strategic Transformation And Resource Stewardship. STARS seeks to redesign the way we work to eliminate waste and ultimately improve the care we deliver. This year, we achieved our initial STARS goal of realizing $150 million in cost savings or revenue enhancement—and we did this without a major reduction in force. The savings we’ve realized through STARS have enabled Piedmont to reinvest more than $30 million in front-line patient care, including hiring more than 300 nurses for better staffing ratios.

More than 300 STARS initiatives identified across the organization.

Savings of over $150 million with full implementation.

In FY15, the Piedmont Healthcare Foundation returned $7.92 to the system for every dollar invested in philanthropy, more than double the average return for peer organizations.*

* Comparison Data from the HSPLG Cohort Benchmarking Report FY 2013

“I believe in providing better, well-balanced nutrition for our employees. We’ve stopped frying foods, reduced sugary drink sizes and introduced a fresh farmer’s market on-site.”
- Mark Galvin, Dietary Services Director

Stewardship at Piedmont extends to the funds we raise through individual gifts and grants and the healthcare programs and initiatives we fund with these donations. In FY15, the Piedmont Healthcare Foundation raised more than $13.5 million, including nearly $270,000 in employee contributions to support a variety of programs. Individual gifts and grants make these initiatives possible. Among the programs supported include: Larry C. Orr Family Brain Tumor Resource Center; Samsky Advance Heart Failure Center; Sixty Plus Older Adult Services; Thomas F. Chapman Family Cancer Wellness; Drs. Ferrol and Helen Sams Care Coordination Program; and the Piedmont Atlanta Hospital Emergency Department renovation.

“...I believe it has helped us become more efficient, less wasteful and better overall.”
- Dee Thompson, Application Services Manager, IS

Along with improving efficiency through STARS, we completed our first major upgrade of Epic, our electronic medical record and practice management system. By implementing Epic, patients have a seamless transition from inpatient to outpatient and from primary care provider to specialist within the Piedmont system. More than 229,234 patients have access to their personal electronic medical chart, which enables them to view lab results, request refills, ask questions and schedule appointments. In addition to providing patients access to their medical records, Epic is helping our organization improve practice management. This year’s upgrade of Epic is allowing for better optimization, particularly helping our clinicians use the system for more efficient patient care.

1,380,098 patients have electronic medical records in Epic.

“In FY15, the Piedmont Healthcare Foundation returned $7.92 to the system for every dollar invested in philanthropy, more than double the average return for peer organizations.*

* Comparison Data from the HSPLG Cohort Benchmarking Report FY 2013

We are careful stewards of the community’s assets.
Along with that outreach, Piedmont is delivering electronic medical record technology to physicians who are employed by and affiliated with our system. This program, called Community Connect, allows independent physicians to tap into the strength of Epic within their practice to coordinate a patient’s care regardless of where he or she goes in the Piedmont system. In this way, we foster tighter clinical collaboration among all of our caregivers to provide the best possible outcomes for our patients.

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- Fran Maconi, Practice Manager

As evidence of our commitment to our communities, Piedmont partners with the charitable clinics in our communities that provide a safety net for low-income and no-income uninsured patients. These relationships including lab and diagnostic services at no cost to the clinic or their patients, in-kind donations, such as flu shots; and program partnerships that work to strengthen patient care. As demand for services has grown and financial support from traditional sources has decreased, we recognized that more needed to be done to provide care to these vulnerable patients. In 2014, pilot funds from the Sams Family donation; employee donations and community benefit dollars provided the launch pad for the Sams Care Program, a Piedmont initiative that works to provide a stronger continuum of care beyond the hospital walls. With the program currently in Coweta, Fayette and Henry counties, we provide funding to support increased clinic capacity, streamlined provider communication and support for licensed medical social workers who work to reduce the patient’s socioeconomic barriers to care. The program also includes the installation of Epic in two of our Sams Care clinic partners – the Fayette C.A.R.E. Clinic in Fayetteville and the Coweta Samaritan Clinic in Newnan. Through this, low-income uninsured patients and their providers have access to the same records as hospital-based providers, leading to a more collaborative and efficient approach to care.

In FY15, Piedmont Healthcare provided approximately $725K in support to Sams Care Program participating clinics, including the Epic install, funding for increased staff and lab and diagnostic services.

In FY15, Piedmont Healthcare provided approximately 105 providers and 15 practices on Community Connect.

Healthier communities... it’s what we’re all working toward.
Piedmont Healthcare is a non-profit, integrated system of care, delivering world-class services to metro Atlanta and North Georgia communities. Throughout the Piedmont system, we are continually working to improve so we can help patients and our communities get better.

**PRIMARY CARE**
Through our widespread network of physician offices, Piedmont Physicians patients can develop personal relationships with physicians near their home for easy access.

- **150+ physicians**
- **50+ locations**
- **25+ specialty care offices**

**CANCER**
Piedmont’s cancer services span the entire spectrum of care, from detection, diagnosis and research to treatment, education and support.

- **17,512 patients served by Cancer Wellness**
- **2,516 free programs offered to those affected by cancer**
- **26,847 radiation oncology treatments**

**HEART**
Piedmont Heart is an established leader in cardiovascular care and one of the premier centers in the Southeast.

- **100+ heart specialists**
- **25 cardiology offices**
- **10,000+ cardiac procedures**
- **1,030+ patients enrolled in cardiac research trials**

**TRANSPLANT**
The five clinics across the state that are a part of Piedmont Transplant Institute have been extending access to life-saving care.

- **150+ kidney transplants,** including **60** from a living donor
- **8 pancreas transplants**
- **88 liver transplants**
- **5,369 Georgia patients awaiting transplants**

**IMAGING**
Piedmont offers comprehensive imaging and radiology services, making it convenient to diagnose and treat internal medical issues.

- **13 outpatient imaging centers***
- **9 cardiovascular imaging centers**
- **2 facilities designated as Breast Imaging Center of Excellence**

**WOMEN’S SERVICES**
At Piedmont, we tailor our services to meet women’s needs at each stage in their life, from OB/GYN services to breast and heart health.

- **9,801 deliveries**
- **2,092 cord blood donors at Piedmont Atlanta**

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* Accredited by the American College of Radiology. ** Accredited by Intersocietal Commission for the Accreditation of Vascular Laboratories.
Piedmont Healthcare is governed by a Board of Directors, the majority of whom are non-insider (community) directors. The obligation of Piedmont's Board is to ensure that the resources and capacities of Piedmont are deployed in a manner that promotes community benefit and better health. Calendar year 2015 encompasses parts of fiscal years 2015 and 2016. The term of service during 2015 is noted beneath each board member's name.

**Patrick M. Battey, M.D., Chairman**  
FY2015

**Janine Brown, Incoming Chairwoman**  
FY2015 and FY2016

**Harry M. McFarling, M.D., Incoming Vice Chairman**  
FY2015 and FY2016

**Kevin Brown, President and CEO**  
FY2015 and FY2016

**William A. Blincoe, M.D.**  
FY2015 and FY2016

**Frank N. Cole, M.D.**  
FY2015 and FY2016

**Tye Darland**  
FY2016

**Wm. Ronald Duffey**  
FY2015 and FY2016

**Michael D. Garrett**  
FY2015 and FY2016

**David G. Hanna**  
FY2015 and FY2016

**Lila Hertz**  
FY2015 and FY2016

**Amy W. Medendorp**  
FY2015 and FY2016

**Charles J. (Jeff) Mills**  
FY2015 and FY2016

**Gregory B. Morrison**  
FY2015 and FY2016

**Roderick D. Odom, Jr.**  
FY2015 and FY2016

**Jay J. Singh, M.D.**  
FY2015 and FY2016

**Ramon A. Suarez, M.D.**  
FY2015 and FY2016

“Every day I have a chance to help care for patients while doing something I love. I’m proud to work for Piedmont and live our promise through endoscopy.”  
- Lee Boyd, Endoscopy Tech

“I specialize in hospitality. My contribution to the healing process is providing the nourishment patients need to stay strong so that they can get back to living their lives.”  
- Darryl Start, Executive Chef

“I believe every employee can show ownership of wisely using resources to reduce the cost of care. Pharmacy works to reduce cost by evaluating contracts and negotiating rates on the medications we dispense.”  
- Quentrance West, Inventory Pharmacy Assistant